

EXPLORING STRATEGIC DESIGN
THROUGH CONCEPT DEVELOPMENT
FOR MAKU,
a Finnish Startup in the Food Sharing Business



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ABSTRACT

In the past decade, the design industry press has increasingly focused on the contribution designers can make not only in developing successful products, but also in helping companies to develop successful business strategies. Meanwhile, designers seek to engage in strategic decision-making process.

This thesis is set out to explore the appliance of strategic design to contribute to the company's business through practice. A case project was undertaken by the author through collaboration with a Finnish startup called Maku, which had an idea of creating a service platform to enter into peer-to-peer food sharing business.

According to the literature study on strategy and design strategy from business management perspective as well as design consultant's angle, the case project were framed into two phases: concept search and concept design. In the concept search phase, empathic design methods were utilized to research the needs of the food providers and food consumers in real peer-to-peer food-sharing scenarios. Based on the user insights, in the concept design phase, mission and vision statement were used to formulate the scope and strategic intent the Maku's business, which followed by the specification of the value proposition and the customers segments of the Maku's service concept. By applying service blueprint and UX wireframe, the Maku service concept were established and communicated through an App prototype. Moreover, five future strategy points were concluded to drive the strategic fit according to the analysis on the Maku's competitors and its internal capabilities.

This thesis showcases a strategic approach to integrate research, design and business activities and their input in the early stage of concept development. Meanwhile, it verifies the designer's four roles in design-lead strategy defined by Seidel(2000) and demonstrates the interrelated connections among the four. Moreover, the deliverables of the case project present how strategic design contributes to the company's business by creating impact on strategic, tactical and operational levels.

Keywords: strategic design, design strategy, design research, startup, food sharing, peer-to-peer business

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1. INTRODUCTION

1.1 MOTIVATION

The author is a Master student of Collaborative and Industrial Design (CoID) program. In his first year of study in CoID, he learned design research theories and practiced different design research methods within course projects. It made him realize the importance of understanding users' needs and experience in the early stage of the design process. From the Design Strategy and Innovation course, the author had a chance to study strategic design. In addition, developing ideas as an entrepreneur during the course really sparked his interests in taking broad perspectives into consideration when developing a concept, such as business environment or competitors. This drove him to have a minor study in International Design Business Management (IDBM) and learned how to synthesize design activities and business management knowledge in the innovation projects.

When choosing the direction of this thesis, the author was particularly looking forward to further exploring the topic of strategic design. More specifically, he was eager to investigate strategic design process through a practical project, also to study how to apply strategic design to contribute to a company's business on a strategic level. Because of his strong interests in food projects and personal belief in the potential of peer-to-peer business, he got involved in a food startup called Maku in September 2016. At that time, Maku had an initial idea to enter into peer-to-peer food business and required a designer who can bring strategic thinking in developing its idea. Therefore, the author initiated a collaboration project with Maku and used it as the case project for this thesis.

1.2 MAKU PROJECT

1. About Maku

Maku was gathered one month before the author joined it. Its initial idea was to create a peer-to-peer online platform on which people can buy and sell food from each other. The general view of Maku's situation before the thesis project started is described below:

Strength:

- Team members had expertise in design and technology field.
- Team members were enthusiastic to make the idea happen.
- Team members had potential connections to investors.

Weakness:

- Maku was unclear about its service offering and target users.
- Maku hadn't considered the business model behind its idea.

As can be seen from the strength and weakness points described above, Maku was just about to start building up its initial idea from scratch. To develop its initial idea into a capable concept, efforts should be spent from design, technology and business all three perspectives. Specifically, user needs and experience in real scenarios need to be researched so as to define Maku's value proposition and design its service offerings. Moreover, a viable business model needs to be found out to transform the idea into a business. Therefore, the author concluded that Maku required a holistic approach to structure the different activities so as to strategically develop its initial idea.

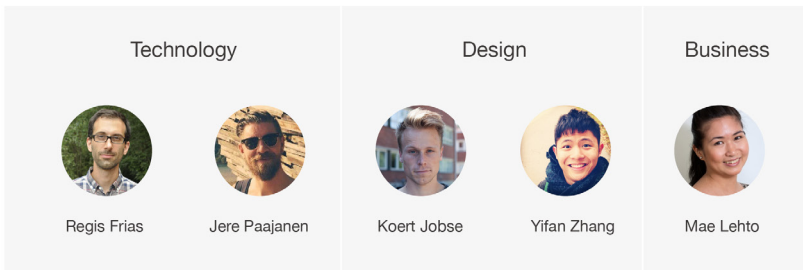


Figure 1. Maku team overview

2. Project Objective

Based on analyzing the circumstance of Maku, the author defined “concept” as a service platform with desirable service offerings, explicit value propositions, specified customers segments, and a viable business model in this thesis. To achieve the goal of exploring strategic design through concept development for Maku, the Maku case project was intended to answer the following questions, especially the first four.

- *What is Maku’s service offering?*
- *What is Maku’s vision and mission?*
- *What user segments are Maku targeting on?*
- *What is Maku’s value proposition?*
- *What is Maku’s business model?*

By answering those, the Maku case project aimed at showcasing the process of managing design to contribute to the company’s business on a strategic level; more importantly, giving reflection on design’s contribution on the three levels as well as the designer’s roles in strategic design process.

3. Project Overview

The Maku project was kicked off at October, 2015 and it last for six month. The whole project, visualized in Figure 2, consists of two phases: **concept search** and **concept design**.

In the concept research phase, empathic design was applied in identifying open questions in peer-to-peer food exchange environment and collecting insights regarding user needs and experience. Specifically, the author conducted a field trip to Italy for experiencing the existing peer-to-peer food services. In addition, he closely collaborated with the other Maku team members in constructing and conducting a series of research activities on Restaurant Day. By combining and analyzing the data collected from the two main research, research findings and insights were presented in persona and customer journey map.

During concept design phase, the author lead the Maku team to develop its service concept and strategy by integrating input from research, design and business activities. To be more specific, Maku's value proposition and customer segments were specified based on the empathic research outcomes, followed by the creation of Maku's vision and mission statement. After that, the author put big efforts in building Maku's entire service system by utilizing Service Blueprint and UX wireframe. Meanwhile, Maku's business model was also developed through several rounds of internal discussion. Moreover, based on the analysis of Maku's external environment as well as its internal capabilities, the author concluded six strategy points for its concept.

By the end of the Maku project, the deliverables include a well formulated service concept with viable business model, a visualized App prototype with interface and service system design, and intened-strategy for future growth.

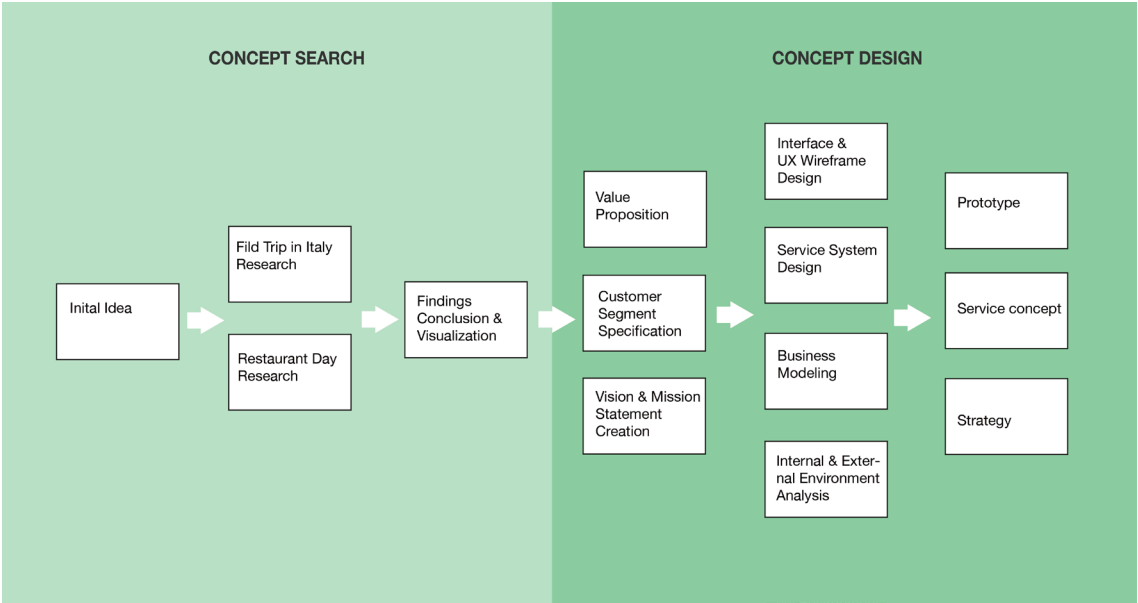


Figure 2. Maku project overview

1.3 THESIS STRUCTURE

This thesis contains seven chapters.

Chapter 1 introduces the objective and overview of the collaboration project with Maku.

Chapter 2, Background Study locates sharing economy and P2P food business as context of the Maku project, and it introduces local food legislation and food culture.

In Chapter 3, the author clarifies the two most essential terms(strategy and design strategy) for exploring strategic design by reviewing the literatures from both business management and design management domains. The chapter ends by a conclusion on strategic design.

Chapter 4 describes the framework of the Maku project and introduces the methodology and the methods used within the project.

Chapter 5 and Chapter 6 elaborate the process and outcome the two phases of the Maku project. To be more specific, Chapter 5 demonstrates the empathic design research activities structured in concept search phase for gaining user insights in a P2P food exchange setting; Chapter 6 articulates, in the concept design phase, how the research findings were integrated with the business knowledge to lead to the development of the Maku service concept. Moreover, it explains the service system and interface of the Maku prototype as well as the strategy points for its future growth.

In Chapter 7, the author concludes Maku project and gives reflections on the exploration of strategic design.

2. BACKGROUND STUDY

This chapter locates the sharing economy as the context of the Maku concept and briefly describes the existing services in P2P food sharing business. In addition, it gives introductions to the food legislation in Finland as well as the most influential local food event, Restaurant Day.

2.1 SHARING ECONOMY

Sharing economy known as collaborative consumption, refers to peer-to-peer (P2P) based sharing of access to goods and services. The term "sharing economy" began to appear in the early 2000s, as new business structures emerged due to the Great Recession, enabling social technologies, and an increasing sense of urgency around global population growth and resource depletion. In 2011, sharing economy was named one of TIME Magazine's 10 ideas that will change the world. Company doing peer-to-peer business have continuously popped up in most industries. Commonly known huge cooperates is Airbnb in accommodation industry and Uber in Transportation one.

Sharing economy as a phenomenon is a class of economic arrangements in which participants share access to products or services, rather than having individual ownership. However, the Harvard Business Review argues that "sharing economy" is a misnomer, and that the correct word for this activity is "access economy." Also, "When "sharing" is market-mediated — when a company is an intermediary between consumers who don't know each other — it is no longer sharing at all. Rather, consumers are paying to access someone else's

goods or services." Therefore, this can be concluded that in "shared economy" model, access replace with ownership.

Moreover, the Sharing Economy relies on the will of the users to share, but in order to make an exchange users have to be trustworthy. Sharing economy organizations say they are committed to building and validating trusted relationships between members of their community, including producers, suppliers, customers or participants.

In a word, sharing economy essentially means sharing access, and the "trust" among stakeholders is the key to build up P2P business.

"The idea of a "sharing economy" isn't so much about sharing products or services as it is about new kinds of relationships breaking down the wall between buyer and seller; about allowing others into one's life in ways previously not considered "normal" — at least from a cultural perspective."

- Forbes

2.2 PEER-TO-PEER FOOD BUSINESS

With the success of sharing economy in transportation and accommodations industry, P2P business ideas regarding food have been popped up. A common pattern is that companies are providing platforms to connect two sides of users (food providers and food consumers). Two types of them are the mainstream on the market. One type enables foodies book a professional chef to cook at his or her apartment, for example Feastly (<https://eatfeastly.com/>). The other one encourages foodies to book and attend dinner events at cooks' place, for example Vizeat (<https://www.vizeat.com/>). Both types aim at creating new eating experience for the food consumers. Most of those companies launched their business in the countries either have rich food culture or large population, such as France and Italy in Europe.



Figure 1. Mapping out the existing platforms in P2P food business

Figure 2 shows three-month traffic of five actives platforms which exist on the market. They are Eat with, Cookening, Gnammo, Vizeat, and Josephine. The most active one on the market is Eatwith. It is U.S based and has reached more than 500 hosts in 160 cities. Meanwhile, Gnammo and Vizeat are the two active ones in Europe and the author conducted a field trip to Italy to experience their services in the concept search phrase of the project. The process and outcome of this research is explained in Chapter 6. Apart from those platforms, Ubereats, a kid company of Uber, is also attempting to enter the same industry in U.S. However, some companies offering similar services went bankrupt, such as Kitchen.ly and Supperking.

It can be concluded that P2P food sharing business market has big potential. Startup and big companies are trying to get a share of the spoils. Fortunately, there has not been any big player existed in the market yet, and none of the existing platforms has extended their business to Scandinavia and Finland.

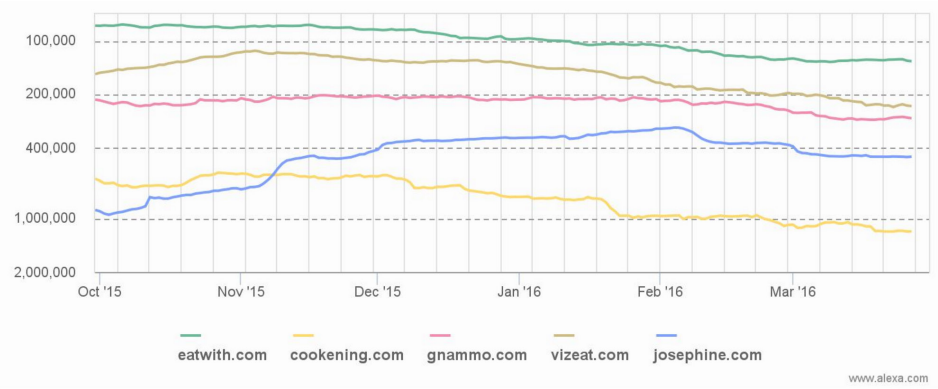


Figure 2. Traffic of five different platforms from Alexa Traffic Rank

2.3 FOOD LEGISLATION IN FINLAND

Running business in food industry means the companies have to deal with food legislation, such as hygiene and taxation. Therefore, Maku has to ensure that running business related to P2P food sharing activities is illegal in Finland. By checking the documents from VERO(Finnish Tax Administration) and EVIRA(Finnish Food Authority), Maku's initial idea was considered to be feasible in Finland. A short overview of legislations regarding hygiene and taxation is presented in Figure 3.

Hygiene	Taxation
<p>According to General food hygiene regulation (852/2004/EU), and National Food Act (23/2006),</p> <ol style="list-style-type: none"> 1. All persons working in the food business must have basic knowledge of food hygiene, so that they can safely handle food. The Food Hygiene Proficiency Certificate refers to Hygiene Passport. 2. Food establishments must be approved by the competent control authority before the beginning of operations or any substantial change in operations. <p>For personal food selling are in special cases:</p> <ol style="list-style-type: none"> 1. The Food Establishment Notification is not required if the food activity is at low risk and the seller is a private person, except selling raw fish or meat 2. Private food sellers does not require Hygiene Passport if the activity is at low risk and not daily. 	<ol style="list-style-type: none"> 1. Value add tax(VAT) is not required if the sellers net sales are less than 10 000e/year (2016). If the net sales are more than 10 000e/year, the sellers are VAT obligated for all their sales. 2. VAT obligated person has to register with the VAT register. An entrepreneur is always VAT obligated of all their business activities. 3. If the net sales are more than 10 000e but less than 25 000e, the Periodic Tax Return is required once a year. If the net sales are more than 25 000e but less than 50 000e, the Periodic Tax Return is required four times a year. The Periodic Tax Return is required once a month only if the net sales are more than 50 000e/year.

Figure 3. A overview of legislations regarding hygiene and taxation

2.4 RESTAURANT DAY

In Finland, the biggest food carnival is without doubt the Restaurant Day. The idea behind Restaurant Day is anyone can set up a restaurant, café for a day at anywhere, such as home, street corner, or courtyard. Since it was initiated by Timo Santala in Helsinki in 2011, all together over 24 800 one-day restaurants were popped up on Restaurant Days by about 100 000 restaurateurs. They have catered for estimated 2.8 million customers in 74 countries. So far the Restaurant Day has become an internationally renowned food event. Tim Santala, says “The goal of the Restaurant Day is to have fun, share new food experiences and enjoy our common living environments together”

In fact the activities and the interaction happened on Restaurant Day belong to P2P food exchange. So the author considered the Restaurant Day as a great opportunity to investigate the needs and the expectation different food buyers and sellers have within real P2P food exchange scenarios; also to understand the interaction happened during the buying food and selling food process. As expected, a series of empathic research activities was structured by the author and conducted by all the Maku team members on the Restaurant Day, November 21st, 2015. The process and the outcome of those are elaborated in Chapter 6.

“People really let their imaginations go wild, creating something that has never been tried before in terms of the food or the concept. The dedication and joy of the participants is wonderful, as is the way in which people get involved and get to know each other around the table.” - Timo Santala



Figure 4. Food enthusiasts with their food-selling stands



Figure 5. Food buyers eating around a food stand

3.

LITERATURE REVIEW

To deeply explore “strategic design”, well understanding on “strategy” is required. This chapter firstly clarifies the definition of “strategy” and the terms and the framework used in its academic area. Then, it focuses on explicating the relationship between design and strategy, the designer’s roles in strategy and a model of design in strategic decision-making process. The chapter ends by a conclusion on the essence, the levels and the process of strategic design.

3.1 WHAT IS STRATEGY?

1. Definition

In recent days, strategy has become a buzzword. Everyone talks about strategy whenever they want to sound smart and demonstrate their business acumen. Tactics, goals, objectives and descriptions are not strategies. They are strategic threads, or small components of strategies (Hambrick, 2001). The English word Strategy originally came from the Greek word "*stratēgia*". It means art of troop leader; office of general. It's the role of the general. The strategy of the general is to win the war. Porter (1980) defined strategy as the "...broad formula for how a business is going to compete, what its goals should be, and what policies will be needed to carry out those goals" and the "...combination of the ends (goals) for which the firm is striving and the means (policies) by which it is seeking to get there." Mintzberg (1998) added that strategy generally involves setting goals, determining actions to achieve the goals, and mobilizing resources to execute the actions.

2. 5Ps of Strategy

Mintzberg (1998) explained strategy as five perspectives in Strategy Safari in 1998: strategy as a plan, a pattern, a position, a perspective, and a poly. 5Ps represent a variety of viewpoints that should be considered when developing a strategy. In some ways, these five aspects of strategy are interrelated to each other.

5Ps of strategy:

Strategy as plan: Intended course of action to achieve a set of goals

Strategy as pattern: a consistent pattern of past behavior, with a strategy realized over time rather than planned or intended.

Strategy as position: locating brands, products, or companies within the market, based on the conceptual framework of consumers or other stakeholders; a strategy determined primarily by factors outside the firm

Strategy as perspective: executing strategy based on a natural extension of the mindset or ideological perspective of the organization or a “theory of the business” Strategy is a concept

Strategy as ploy : a specific maneuver intended to outwit a competitor

3. Intended strategy & Emergent strategy

Mintzberg and Waters (1985) put forth an “emergent view” of strategy that challenge the “planned” view advocated by much of the marketing and strategy literature. According to their theory, there is often a gap between what leaders plan (intended strategy) and what is actually put into action (realized strategy). Some planned strategies are never implemented and become unrealized due to a mismatch of resources available or a changed competitive environment; some strategies emerge through the working process, such as a new technical discovery or from surprising market results (Mintzberg & Waters, 1985). This view of strategy stresses that only a portion of strategies are realized as intended during the deliberate process of strategic planning.

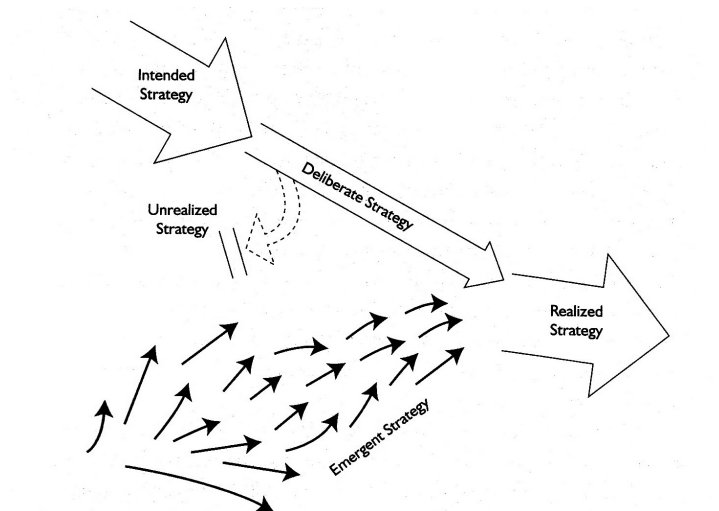


Figure 1. Intended Strategy & Emergent Strategy.

From "Of strategies, Deliberate and Emergent" by Mintzberg and Waters, 1985

4. Strategic Intent & Strategic Fit

Hamel and Prahalad (1989) pointed out that in order to achieve business success, a company must figure out its strategic intent. According to their theory, *“Strategic intent stands for an obsession with an winning at all levels of the organization. It envisions a desired leadership position and establishes the criterion the organization will use to chart its progress.”* To make it more clear, the two scholars visualized the hierarchy of strategic intent(Figure 2), which concludes vision, mission, business definition, business model and the goals and objectives (Hamel & Prahalad, 1989).

Porter (1996) defined the concepts of “strategic fit” as a degree to which an organization is matching its resources and capabilities with the opportunities in the external environment. The matching takes place through strategy and it is therefore vital that the company has the actual resources and capabilities to execute and support the strategy (Porter, 1996). Moreover, Porter(1996) emphasized that a unique combination of resources and capabilities can eventually be developed into a competitive, which the company can profit from. In other words, the strategic fit can be used actively to evaluate the strategic directions as well as its opportunities and it is based on strategic intent.

Hampden-Turner (1990) set the emergent strategy and intended strategy within the context of strategic learning. In his model, intended strategy are concerned with both strategic fit and strategic intent, while emergent strategy are primarily focused on strategic fit.

Vision

Vision describes aspirations for the future without specifying the means what will be used to achieve those desired goals.

Mission

Mission states the fundamental and unique purpose of an organization that sets a business apart from other firms of its type and identifies the scope of the business's operations in product and market terms.

Goal

Goals is defined as the purpose toward which an endeavor is directed. Goal aims at long term time frame.

Objective

Objective states what is to be achieved in a given time period and should be measurable and tangible.

Plan

Plan is the process of evaluating all relevant information and the assessment of probable future development results in the statement of a recommended course of action plan.

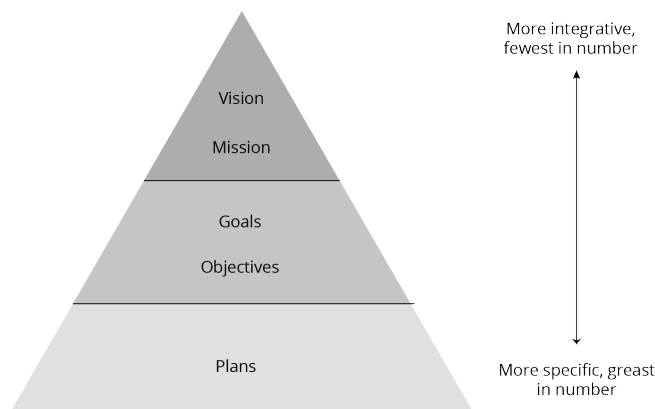


Figure 2. the hierarchy of strategic intent.
Johnson & Scholes, 1999; Lynch 2000; Miller, 1998

3.2 STRATEGY PROCESS & FRAMEWORK

From management perspective, the strategic planning process has four common phrases: strategic analysis, strategy formulation, and implementation and monitoring. Fred R. David (2009) illustrated a model of the strategic management process (figure x) by dividing it into three main stages: strategy formulation, strategy implementation and strategy evaluation. The five main steps in strategy formulation stage are: develop vision and mission, external environment analysis, internal environment analysis, and establish long-term objectives.

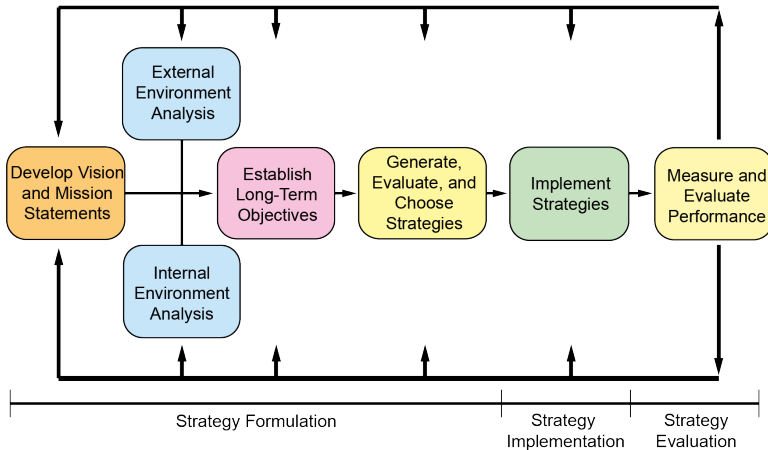


Figure 3. Model of strategic management process.
From "Strategic Management" by Fred R. David, 2009

Rothaermel (2013) modified David's model by making develop mission and vision statements, and external and internal analysis into two individual stages; also emphasized that the main focus on strategic management is to gain and sustain competitive advantages. This is supported by the Porter's thoughts that strategy is about combining competitive advantages (Porter,1996).

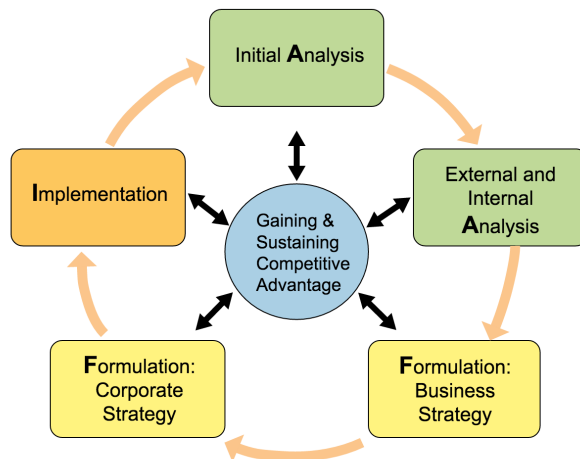


Figure 4. AFI Strategy Framework
From "Strategic Management: Concepts and Cases" by Rothaermel, 2009

3.3 DESIGN STRATEGY & DESIGN ON THREE LEVELS

1. Design strategy

The design industry press and academic journals have focused increasingly on the contribution designers can make not only in developing successful products, but also in helping companies to develop successful business strategies. Meanwhile, designers increasingly seek to engage in strategic decision-making process, such as which product portfolios to expand, which technologies to invest in, and which new markets to pursue. However, Stone (2010) pointed out that practicing designers are using the notion of design strategy in different ways and contexts. His study showed "Design strategy can refer to a client brief, a generic guiding concept behind design decisions, a brand vision translated to designed solutions, a set of creative decisions serving to approach design goals, a competitive position, an action to narrow down design possibilities, or to actions of leveraging social responsibility, cultural relevance, customer needs and others design-driven factors"

Most of the literature regarding design strategy are written from design management and design leadership perspectives. The notions of design management and leadership integrate design with business, and design strategy provides direction and roadmap for business within this integration (Lockwood, 2010). Stone (2010) described that design strategy is seen as interplay of design activities and the business strategy. Lockwood (2010) further explained that design strategy should resonate with the core business goals; deal with differentiation opportunities, unmet client needs, existing problems and emerging ideas and trends. These issues form the basis for the design strategy.

2. Design on three levels

Researchers have demonstrated that design can be managed and utilized on three different levels: operational, tactical, and strategic” (Borja de Mozota 2003, Joziasse 2000, Best 2006). Joziasse (2000) claimed that these three levels resonate with the three levels of strategy within companies: corporate strategy, business strategy and operational strategy, and design strategy contributes to all three levels. The relationship of design on three levels and its influence in three levels of strategy is illustrated in figure x.

According to Joziasse’s research, if design is wished to be beneficial and successful on the strategic level, design management skills are needed also on the tactical and operational levels(Joziasse, 2000). This means if design manager desires to contribute to the company strategy, he or she must be able to create impacts on these three levels.

Strategic level

Design connects to defining the scope and the directions of the organization, also could be utilized a source of competitive advantage.

Tactical level

Design acts as a tool to search new market opportunities as well as a creator of unique product concepts. The focus of design is placed on understanding the future customer needs and shape the objectives of the business.

Operational level

Design manifests itself in the physical and tangible products and services, also in design processes. For a business strategy to be successful it depends mainly on the activities that happen at this level.

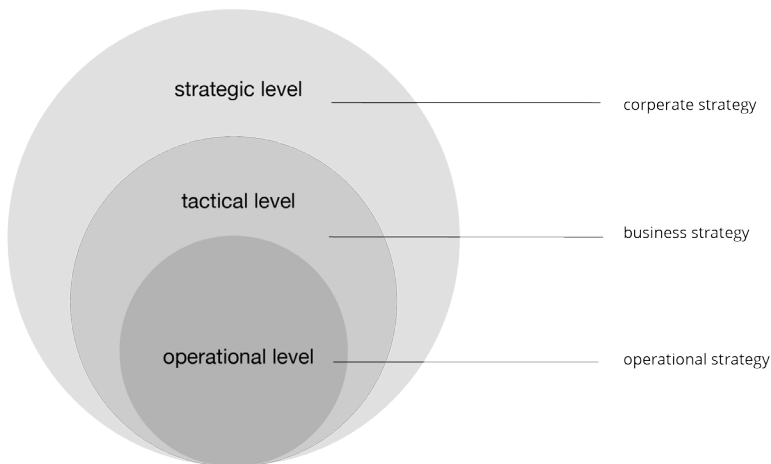


Figure 5. Design at three levels in organization.
From "Design Management" by Best, K. , 2006

3. Design on a strategic level

Design strategy is the creator of direction and roadmap (Lockwood, 2010). The focus of strategic design is hence placed on managing the design vision (Borja de Mozota 1998, Kootstra 2009), so that design methods and decisions are consistent with the company's mission and strategy. The overall policies, missions and agendas are defined on the strategic level, and strategic design management ensures that design is connected to those agendas (Best, 2006). Design on the strategic level is a source of competitive advantage and is used as a catalyst for change that will have an effect to the overall goal and direction of the organization and business (Borja de Mozota 1998 & 2003, Joziassse 2000).

Mozota (2003) pointed out that design function must be understood as part of organization's general strategy; design can't take a role of a lonely cowboy, a satellite disconnected from the rest of the company. Strategy should create a tight fit between different activities within the company. Therefore, the success of strategic design depends on the integration of different activities, which is more important than the success of any individual part of the organization (Mozota, 2003). Enni & Toni-Matti (2012) concluded eleven strategic points of design to describe the strategic nature of design, which are presented below.

Eleven strategic points of design

- *Design strategy is the interplay with design and business strategy (Stone 2010, Best 2006, Borja de Mozota 2003, Salimäki & Väkevä 1998, Canada et al. 2008).*
- *Design helps organizations to meet challenges in different market areas (Cooper & Press 1995).*
- *The effective use of design can be an enabler and a source of competitive advantage and thus gain strategic importance (Borja de Mozota 1998 & 2003, Joziassse 2000, Chhatpar 2007, Cooper and Press 1995). Design strategy should clarify the differentiation opportunities (Stone 2010).*
- *Design has the tools to visualize and communicate the business strategy and corporate objectives and thus make the vision and values visible externally as well as within the organization (Borja de Mozota 2003, Cooper & Press 1995).*
- *Design needs to be placed on the board level of the company and thus have the commitment from top management. (Borja de Mozota 1998, Kotchka 2011, Blaich & Blaich 1993)*
- *Design must be seen as a catalyst or tool for change (Borja de Mozota 2003, Joziassse 2000, Lockwood & Walton 2008).*
- *Design contributes to the overall goal and direction of the organization (Borja de Mozota 1998 & 2003, Joziassse 2000, Lockwood 2010).*
- *Design is seen as a part of the organization culture and the way of life (Kootstra 2009, Blaich & Blaich 1993)*
- *Design tools can solve and interpret client or end-user needs, which brings new insights into strategic options (Stone 2010, Best 2006, Chhatpar 2007, Autere 2011).*
- *Design strategy takes into account new emerging ideas and trends (Stone 2010).*

Figure 6. Eleven strategic points of design.
by Enni & Toni-Matti, 2012

3.4 DESIGNERS' ROLES IN DESIGN-LED STRATEGY

Seidel (2000) claimed that there is no clear definition or specific roles for designers who seek to provide strategic business advice to clients. Based on his research in how consultants participate in strategy planning, four roles of designers in design-led strategy defined. The definition of each role is described below:

Strategy visualizer

This role provides physical examples and visual projections of what future product development and company strategy would look like. For example, creating and testing prototypes or products address the company's strategic fit, it also explores the directions which would push the existing core capabilities of the company and therefore guide strategic intent.

Core competence prospector

This role looks in at the client's organization to recognize internal capabilities.

Market exploiter

This role helps the client to look out to the marketplace exploit marketing opportunities, and provide valuable marketing insight.

The competence prospector and market exploiter are roles sought to provide the client with new strategic direction based on core capability understanding and market insight, working primarily at the "intended" level of strategy.

Process provider

Process provider domains in providing a process for managing design and associated business strategy formation. It give a process to guide development of a new product line, it facilitates emergent strategies from lower levels in the organization.

All the four roles influence strategy from functional to corporate through achieving both strategic fit and strategic intent. In addition, two frameworks, seen as Figure 7 and Figure 8, communicate how the four roles fit with the emergent and planed views of strategy formation, and the four roles within a strategic learning loop (Seidel, 2000).

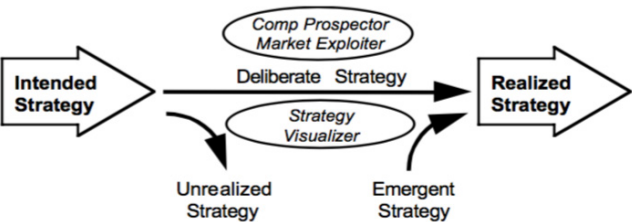


Figure 7. Competence prospector, market exploiter and strategy visualizer roles in relation to intended and emergent strategy.
by Seidel, 2000

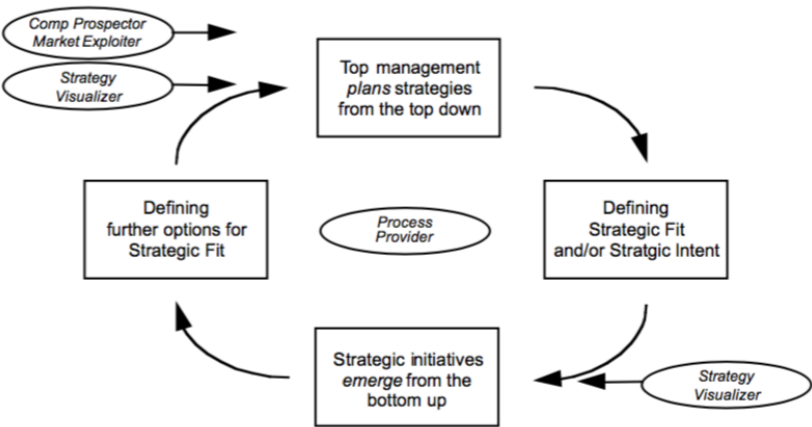


Figure 8. the four roles within a strategic learning loop.
by Seidel, 2000

3.5 DESIGN IN STRATEGIC DECISION-MAKING PROCESS

Frog Design, the global lead design and strategy firm, has developed a set of new approaches to enable organizations to make more successful decisions. It believes that the iterative, user-centric methodologies of design can supplement the rigor of traditional analytical approaches to allow for more accurate and flexible evaluation of strategic options. One of its models called "Synergy" is visualized in Figure 9. Within it "business modeling", "experience design" and "consumer insights" are the three parallel "tracks" lead to strategic decision-making. This means that the strategic decision-making process does not hand off from business case to design, but instead to synergy both efforts in an interweaving way. In addition, "customer insights" collected from user research bridges business validation and user validation. Moreover, each strategic decision-making iteration starts from "consumer insights" track, then spreads out to the other two tracks with the improvement of business and prototype and comes back to it for the new round.

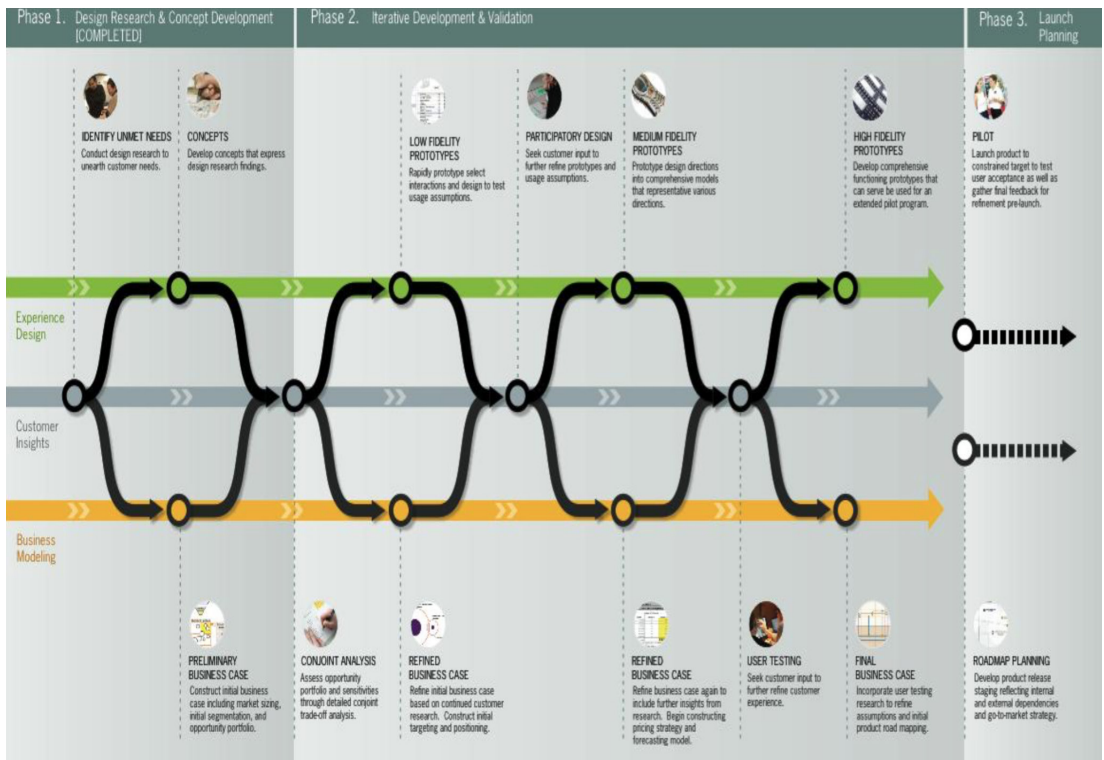


Figure 9. "Synergy" model: design in strategic decision-making process by Frog Design. Ravi Chhatpar, 2007.

Retrieved from: <http://www.slideshare.net/innovationexcellence/innovation-by-10-frog-design>

3.6 CONCLUSIONS ON STRATEGIC DESIGN

The literature mentioned in Chapter 3.3, 3.4 and 3.5 describes design strategy on three different levels, designers' roles in design-led strategy, a model of design in strategic decision-making process, which fundamentally complement each other and gives an comprehensive understanding of strategic design. By combining the content of the three sub-chapters, the relationship between strategic design and each of them is visualized as Figure 10. In addition, the authors concludes strategic design as below:

1. Essence of strategic design

Strategic design means doing design strategically. In other words, design contributes to the target company's business on a strategic level. As described in Chapter 3.3, Joziassse(2000) defined the three levels - strategic, tactical and operational - that design can contribute on the organization and what is design's contribution on a strategic level. Specifically, on the strategic level design connects to defining the strategic intent of the organization, which includes scope, direction, vision, mission, and agenda; also considered as a source of competitive advantage(Best, K. , 2006).

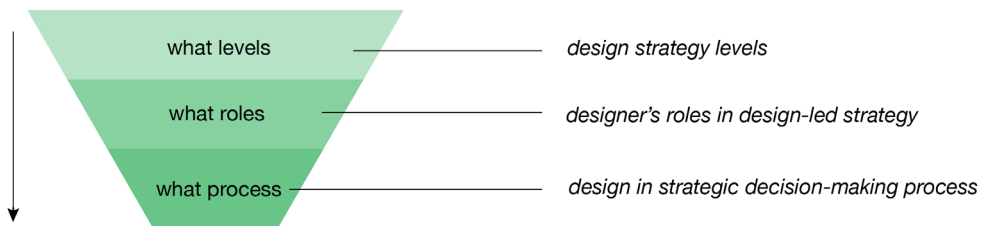


Figure 10. Level, roles and process of strategic design

However, if design wished to be successful on a strategic level, design management effort need to place efforts to make the activities happen on tactical and operational levels. This means, design has to create impact on all the three levels so as to contribute to the company's business on a strategic level. Mozota(2003) supported that the success of strategic design depends on the integration of different activities. According to Joziassse (2000), on the tactical level, design acts as a tool to search for new market opportunities and propose new product or service concepts based on the of the understanding customer needs. On the operational level, design manifests itself in the physical and tangible products and services, and facilitates the innovation process of new product or service innovation.

2. Designer's roles in strategic design

Designers roles in design-led strategy are clearly defined by Seidel(2000),which are "strategy visualizer", "core competence prospector", "market exploiter" and "process provider". The four roles apply design in different ways to contribute to the company's strategy on three levels(strategic, tactical and operational level). Concretely, "strategy visualizer" visualizes the company strategy by creating physical products or prototype, and explores the direction of company's future strategy thorough testing; "core competence prospector" seek to purpose strategic decision based on recognizing the organization's internal capabilities; "marker exploiter" searches for new market opportunities based on researching consumers needs; "process provider" domains in proving a process to guide and integrate design and business activities.

3. Strategic design process

Frog Design's model described in 3.5 shows that iterative, user-centric methodology of design can supplement to the traditional approach to create more accurate strategy and more flexible strategy evaluation process. To be specific, three tracks: “customer insights”, “experience design” and “business modeling” keep going during the whole process and they interweave to each other. In addition, iterations occur frequently and each round of iteration starts from “customer insights” track and ends at it. Moreover, design efforts are focused on researching customers to collect insights as well as conducting experience design by making prototypes.

4. METHODOLOGY

This chapter shows the framework of Maku project created based on the study of “strategic design” from the Chapter 3. Moreover, it explains the reason for choosing the empathic design methodology in the concept search stage of the case project, and the different strategy formulation tools used in the concept design stage.

4.1 FRAMING THE MAKU PROJECT

The Maku project was framed based on the understanding of Maku's circumstance as well as the study on literature explained in Chapter 3. The framework is presented as Figure 1. As can be seen that the project was structured into two stages: concept search and concept design; efforts was spent in three tracks "design", "research" and "business", which followed Frog Design' "synergy" model. The first stage aimed at experiencing the existing services in P2P food exchange industry as well as generating understanding on people's needs, experience in real P2P food exchange scenarios. The research findings were intended to identify user needs and show the business opportunities. Based on that, the second stage was set out to develop the Maku concept by integrating the input from both design and business activities. By the end of the second stage, Maku's value proposition, service offerings, customers segments would be answered. Additionally, the scope and directions of Maku's business would be defined. Moreover, a Maku App prototype was expected to delivered to communicate its service concept.

This framework guided the author to brainstorm the research activities and choose the corresponding methods.

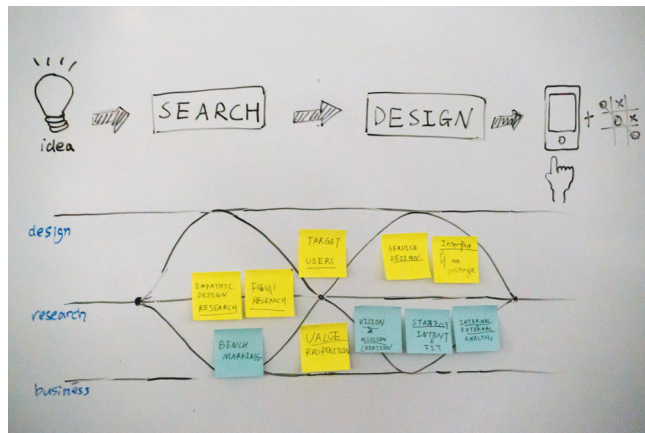


Figure 1. the framework of the Maku project

4.2 EMPATHIC DESIGN

Koskinen (2003) defined “emphatic design” as empirical research techniques that provide designers access to how users experience their material surroundings and the people in it, including themselves as key characters of their everyday lives. When using empathic design a designer attempts to assess the needs of a potential user group by examining it from the user’s perspective (Leonard, 1997). Koskinen (2003) pointed out that the designer has to go through some degree of role immersion, and an attempt to seriously keep her data-inspired imagination in check with empirical data. Doing empathic research not only generate inspirations, but also creates an empathic understanding that helps designers to search and develop concepts (Koskinen, 2003). The key to empathic design is an understanding of how the user sees, experiences and feels some object, environment or service in the situation in which he or she uses the object.

During the product or service development process, design options are typically open in the early stage of design process (Cagan & Vogel, 2001). They pointed out that the value of having access to the user’s perspective is most valuable in the fuzzy front end of the design process. To decide which area to explore and which direction to develop further, it is crucial to understand how the user sees his or her world. Koskinen (2003) empathized that the best place for empathic design methods is in early conceptual phase of product development process. In particular empathic methods work best in concept search, which is seen as preparation for concept design.

Therefore, in the first stage of Maku project - concept search, the author was particularly applying empathic design methodology with field research methods in generating deep understanding on users' need and experience in the current peer-to-peer food exchange scenario.

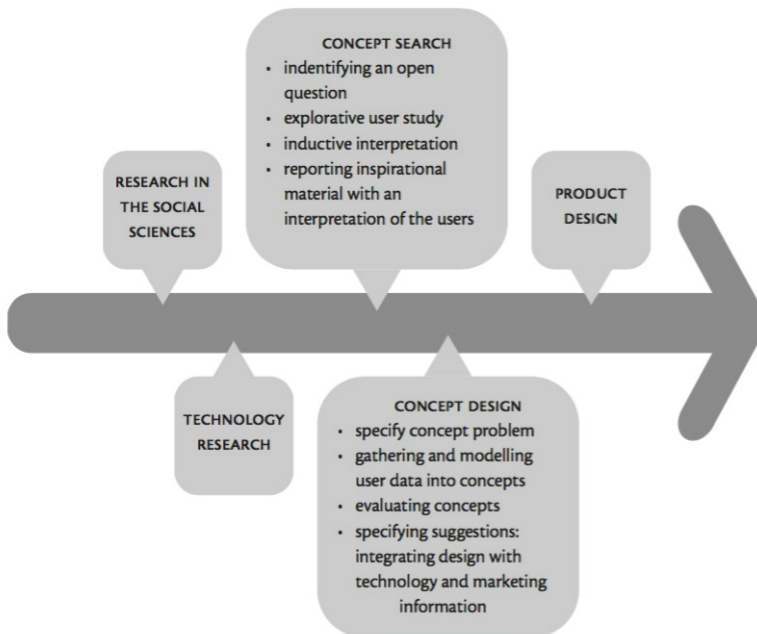


Figure 2. The fuzzy front end activities: concept search and concept design.
From "Empathic Design" by Koskinen, 2003

4.3 FIELD RESEARCH METHODS

Field research, referred to fieldwork, is the collection of information outside a laboratory, library or workplace setting. In anthropology, field research is organized to produce ethnography. Keeping open to new things are important for researchers doing fieldwork. The more open researchers are to new ideas, concepts, and things that they may not have seen in their own culture; the better will be the absorption of those ideas. When conducting field research, keeping an ethnographic record is essential to the process.

1.Participant Observation

Participant Observation is one of the fundamental method used to ground ethnography. Its aim is to gain a close and intimate familiarity with a given group of individuals and their practices through an intensive involvement with people in their natural environment. A strength of this method is that researchers can discover discrepancies between what participants and what they actually do. Bernard (2002) explained “Participant observation is one of those strategic methods...like experiments, surveys, or archival research. It puts you where the action is and lets you collect data...any kind of data you want, narratives or numbers. It has been used for generations by positivists and interpretivists alike.” According to Howell (1972), the four stages that most participant observation research studies are: getting to know the people, immersing oneself in the field, recording data and observations, and consolidating the information gathered.

“There’s no better way to understand the people you are designing for than by immersing yourself in their lives and communities.” -- IDEO

2. Role Immersion

Qualitative Researcher often use immersion to gain the best understanding of their topic they can by essentially becoming a part of the group or topic of study. For designers, role immersion helps them create an understanding of the users' world by entering it as a user rather than just being an observer. By participating in the life context of the user, designers are able to see the world in a similar way as the people they study (Koskinen, 2003). Journals and diaries are written notes that record the ethnographer's personal reactions, frustrations, and assessments of life and work in the field. When constructed chronologically these journals provide a guide to the information in field notes and records.

3. In-depth Interview

In-depth interview, or semi-structured interview, as a qualitative research method, is commonly used in today's design practices. It is often done in conjunction with other methods, particularly participant observation and immersion. Seidman (2006) stated that in-depth interviewing is to understand the lived experience of other people and the meaning they make of that experience. An in-depth interview most often takes place in a private home, where the respondent is in his or hers natural surroundings. In this way, the respondent is relaxed and therefore open and willing to reply to some exhaustive questions. In-depth interviews are different from survey interviews in that they are less structured and the researcher asks open-ended questions orally and records the respondent's answers.

4.4 SERVICE & UX DESIGN TOOLS

Service and UX design tools were heavily used in both stages of the Maku project to complete and communicate the research findings, structure and design the Maku service system, and visualize the interface of the Maku App prototype.

1. User Persona

Persona used in user experience design is known as user persona. Cooper (1998) describes it as play-acted fictitious characters to help solve design questions. Goodwin (2008) pointed out that the purpose of personas is to create reliable and realistic representations of your key audience segments for reference. These representations should be based on qualitative or quantitative user research.

User personas are normally defined and documented first. Analyzing the types of potential users will be organized in the next stage according to the sets of shared attributes. Each user persona represents a personality type. Commonly, a finite number of such personas are created and to represent the target users for the project. These ranges of selected personas provide the insights for innovation team to locate opportunity space and find undiscovered gaps. More importantly, concepts are built to address the needs of these personas and to fit with their context.

2. Customer Journey Map

Customer or user journey mapping is a method to map out the user experiences through an entire service (Kumar 2013). It describes the journey of a user by representing the different touch points that characterize his interaction with the service. Mapping out the whole journey helps the designer to understand the context of users, what questions users have and how they are feeling. In addition, designers are able to see the clear picture of where the user has come from and what they are trying to achieve. Moreover, it gives designers an overview of the customer's experience, and identify the opportunities area to enhance the users experience in a certain step. This method exposes the details of the user's journey to gain insights from findings that can initiate the right service improvements and innovations.

3. Service Blueprint

Shostack(1980) first described service blueprint is as a map that accurately portrays the service system so that different people involved in can understand and deal with it objectively. Also it clarifies the interactions between service users, digital touch points, and service employees. In addition, it includes the front stage activities that impact the customer directly, and the backstage activities that the customer does not see. Service blueprint is particularly useful at design and redesign stages of service development.

A service blueprint defines:

Customer Actions: The steps that customers take as part of the service delivery process.

Frontstage Actions (Visible Contact Employee): This element is separated from the customer actions by a 'line of interaction'. These actions are face-to-face actions between employees and customers.

Backstage Actions (Invisible Contact Employee): The 'line of visibility' separates the onstage from the Backstage actions. Everything that appears above the line of visibility can be seen by the customers, while everything under the line of visibility is invisible for the customers. A very good example of an action in this element, is a telephone call; this is an action between an employee and a customer, but they don't see each other.

Support Processes: The 'internal line of interaction' separates the contact employees from the support processes. These are all the activities carried out by individuals and units within the company who are not contact employees. These activities need to happen in order for the service to be delivered.

Physical Evidence: For each customer action, and every moment of truth, the physical evidence that customers come in contact with is described at the very top of the service blueprint. These are all the tangibles that customers are exposed to that can influence their quality perceptions.

4. UX Wireframe

Wireframe is a visualization tool for presenting proposed functions, structure and content of application or web. It is highly beneficial in mobile application as well as web development process. To be specific, it helps the design and development team to communicate how users will interact with the website. A typical wireframe includes: key page elements and their location, such as header, footer, navigation, content objects, branding elements; grouping of elements, such as side bars, navigation bars, content areas; labeling, page title, navigation links, headings to content objects; place holders, content text and images. The wireframe, as a medium helps designers to refine the concept, think in detail. Wireframe tools make the process of knowing how to create an application or website fundamentally easier, by visually stripping the product down and allowing all involved to focus purely on functions and user interactivity.

4.5 STRATEGY FORMULATION TOOLS

Strategy formulation tools were utilized during the concept design stage to develop the strategy for Maku's concept. To be specific, mission & vision statement and business model canvas served for generating strategic intent. While benchmarking and SWOT focused on analyzing the external environment and internal capabilities to figure out strategic fit.

1. Mission & Vision Statement

A vision statement describes the ambitious future the organization would like to accomplish, whereas a mission statement outlines the business area the company is targeting on and what is its goal. The former is the cause and the latter is the effect (David, 2009). Forming as well as formulating both statements is necessary for any company and two statements serve as a foundation for strategic planning (Hamel, 1989). Specifically, company efforts are focused on the most beneficial operation and development, which direct the business into a right path. In addition, two statements communicate the company value and purpose to its stakeholders, and how it is different from competitors. Also, two statements motivate the existing employees and attract potential employees.

Vision statement answers:

- Where does the company aim to be in the future?
- What objectives does the company pursue?

The mission statement answers:

- What business is the company in?
- What problems is the company trying to solve?
- What is the company's goal?
- How does the company achieve the goal?

2. Business Model Canvas

The Business Model Canvas was initially proposed by Osterwalder based on his earlier work on business model ontology. Osterwalder (2010) described it as a strategic management template for developing new or documenting existing business models. Specifically, it is a visual chart with elements describing a firm's or product's value proposition, infrastructure, customers, and finances and it assists firms in aligning their activities by illustrating potential trade-offs.

The business model canvas can be printed out on a large surface so groups of people can jointly start sketching and discussing business model elements with post-it notes or board markers. It is a hands-on tool that fosters understanding, discussion, creativity, and analysis.

3. Benchmarking

Benchmarking is the process of comparing ones business processes and performance metrics to industry bests and best practices from other companies (David, 2009). In the process of best practice benchmarking, top-level managers identify the best firms in their industry, or in another industry where similar processes exist, and compares the results and processes of those to one's own results and processes. In this way, they learn how well the targets perform and understand the business processes why these firms are successful. More importantly, this allows organizations to develop plans on how to make improvements or adapt specific best practices, usually with the aim of increasing some aspect of performance. Benchmarking is particularly useful in strategic management and it is often treated as

a continuous process in which organizations continually seek to improve their practices.

The application of benchmarking involves four key steps:

- Understand in detail existing business processes
- Analyze the business processes of others
- Compare own business performance with that of others analyzed
- Implement the steps necessary to close the performance gap

4. SWOT

The SWOT Analysis is a method widely used in strategy planning process, to connect its objectives and strategies to actionable tactics carried out by employees. The analysis studies within the organization also look at the factors outside the organization. It identifies four critical elements: strength (S), weaknesses (W), opportunity (O) and threat (T). S and W refer to internal factors, which means the resources and experience readily available. Strengths show the company's advantages over its competitors. Weaknesses point out the area in which the company is at the competitive disadvantage. O and T refer to external forces, that normally things companies do not control. Opportunities list untapped markets and trends. Threats explore the external passive aspects that could affect the company's business. Once SWOT analysis is filled out, analysis should be focused on leveraging strengths and opportunities to overcome weakness and threats. The degree to which the internal environment of the firm matches with the external environment is expressed by the concept of strategic fit.

5. EMPATHIC DESIGN THROUGH CONCEPT SEARCH

This chapter elaborates the process and the outcome of the two main research activities conducted in the first phase of the case project, which aimed at gaining user insights in P2P food exchange scenario by applying empathic design.

5.1 FIELD TRIP IN ITALY

1. Objective

The previous research shows that peer-to-peer food exchange platform have already been popped up in the countries which have rich food culture. **Gnammo** and **Vizeat** are the two active ones in Europe when the case project started. Both of them connect “cooks” and “diners” through their websites and offer “diners” with new food eating experience. In their models, “cooks” are the food providers and “diners” are the food consumers. To be specific, “cooks” publish their cooking events info on their platforms by listing the event menu, the limitations of the guests, price, time and venue. “Diners” who feel interested in those would book the events through a prepayment system and join them according the schedule.

In order to experience the existing peer-to-peer food exchange service on the market to generate valuable insights for designing Maku concept design, the author conducted a field research trip in Italy in October 2016.


2. Process

Within the field research trip, the author experienced the two dining events from the two platforms by immersing himself as a food consumer. The overview of the two dining events is listed in Table 1. The whole experience as a food consumer starts from registering on both platforms before choosing the interesting events, and it ends by giving feedback to the event organizers after attendance.


During the two events, he conducted in-depth interviews with the cooks(food providers) while they were preparing the dishes. The questions for the interviews were prepared beforehand. In addition, the author was observing the rest of diners(food consumers) who joined the same event. A notebook was carried for gathering all the first hand thoughts. Dairies were written to record personal experience and thoughts right after the events.





Platform	Gnammo	Vizeat
Event name	No solo Sushi! Yakitori Time	the pork in the folk
Time	Oct 27 2015	Oct 29 2015
Location	Milan, Italy	Milan, Italy
Organizer	Federico & his boyfriend	Alberto
Price/person	30 €	25 €
Course	fried frog tempura salmon in teriyaki sauce eggplant in miso sauce tuna cheesecake lime Beer & Sake	- grilled polenta with colonnata lard ,rosemary & onion - pork sausages risotto with wild fennel & candied ginger - pork fillet with pistachios & cabbages - red wine
Diners in total	12	4

Table 1. Overview of two dinning events



[Eat](#)
[Cooks](#)
[Gnammers](#)
[Blog](#)
[Codice etico](#)

[< Back to events](#)


zhangyifan727

[PUBLISH](#)





HOME FOOD



NON SOLO SUSHI! YAKITORI TIME

Amici di My Kitchen Bistrot!

Sembra proprio scoppiata la passione per gli Yakitori giapponesi, letteralmente "spiedini di pollo"! Si tratta di spiedini di carne, pesce o verdure, che vengono consumati come aperitivo accompagnati da birra e sake, fritti alla griglia o al vapore!

Io ho la passione per questo tipo di cucina! E ho deciso di proporre in una volta sola ricette sfiziose ed inedite di "non solo sushi" per chiacchierare e stare in compagnia!

Quindi Yakitori time! Faremo delle sfiziose ricette di pesce e carne e verdure servite su spiedini ed accompagnate da svariate salse!

Spero che l'idea vi piaccia e vi solletichi l'appetito.

Il tutto sarà accompagnato da birra e Sake!

Vi aspetto a braccia aperte nella mia casa con il mio cagnolino Haruki!

I cani sono ben accetti in casa mia e per le persone portatrici di handicap nessun problema sono in un loft al piano terra!

Le ricette potranno essere fatte a richiesta completamente gluten free! Siamo informati ed attrezzati per questo!

MENU

Frittura di rana pescatrice alla salsa Ponzu /
 Tempura di gamberi al sale e curry /
 Salmone in salsa Teryaki /
 Melanzane alla salsa miso /
 Tonno scottato alla salsa sumiso /
 Polpette di carne con shichimi /
 Cheesecake al lime /
 Birra e Sake!



Problem? Ideas?

Figure 1. Event page of Gnammo



Top to bottom:

Figure 2. Diners were talking with the cook while he was cooking

Figure 3. Diners were chatting with each after the dinner



Top to bottom:

Figure 4. Dish(eggplant)

Figure 5. Dish(tuna)

Freddy ▾
Post your Meal

[Dashboard](#)
[Profile](#)
[Inbox](#)
[My meals](#)
[I'm a host](#)
[I'm a guest](#)
[Account](#)

The Pork in the Fork

Milano, Italy ★★★★★ (2)

Menu Details

THIS IS AN IDEA OF MENU, OBVIOUSLY IT CAN BE MODIFIED ACCORDING TO YOUR PREFERENCES

Starter: grilled polenta with Colonnata Lard and rosemary and Onion molasses (no sugar)

First course: red beer and pork sausages risotto, with wild fennel and candied ginger

Second course: pork fillet with pistachios and 3 cabbages (crispy black cabbage, sweet and sour white cabbage, cream of red cabbage)

Waterfalls of red wine

€25 per guest

Select a date Select a date Guests 1 ▾

[Book Now](#)

More Information

- Meal: **Dinner**
- Food: **Italian**
- Maximum guests: **12**
- Time: **From 20:30 to 23:30**
- Minimum guests: **2**

Who is Alberto?

Age: I'm in my thirties
 Spoken languages: **English French Italian**
 Profession: **Food Photographer**
 Favourite destinations: **Cuba**
 Guilty pleasures: **Seafood spaghetti**

I'm in love with many kinds of arts, not only visual as I'm a photographer. I'm also a Professional Improvisational Theatre Actor and theater comedy writer. But there's an art that involves the greatest number of senses: cooking. And I'm good at it, I like to create new recipes and I always test them to myself before serving them to my guests :)
 Sitting at a table with friends with a glass of red wine, some salami and laughs is my favorite

[Read More...](#)

[Contact Alberto](#)

2 reviews ★★★★★

May 26, 2016 ★★★★★

Alberto a été parfait durant toute la soirée. Le repas était très bon du début jusqu'à la fin, il est possible de s'arranger avec lui s'il y a une viande qu'on ne peut pas manger, il trouvera un moyen de cuisiner autre chose à condition de le prévenir avant. J'ai très apprécié les différents vin italiens servis entre chaque plat, ce qui permet de découvrir en plus les vins. Merci Alberto pour ton accueil et la soirée, nous avons passé un très bon moment et bien mangé :)

November 13, 2015 ★★★★★

Thanks Alberto! The dishes you cooked taste very very nice! I had such a good time with my friends at your place. thank you!

Figure 6. Event pate of Vizeat



Top to bottom:

Figure 7. The cook's kitchen

Figure 8. Precooked food



Top to bottom:

Figure 9. Dish(pie)

Figure 10. Dish(pork)



Top to bottom:

Figure 11. The cook was telling about his story

Figure 12. The cook was introducing the ingredients

3. Outcome

Based on the author's personal diary, notes regarding both in-depth interview and observation, the field trip findings are concluded into three parts: **diner journey**, **business model**, and **persona**.

First, a diner journey was mapped out by showing the five important steps of the Gnammo's and Vizeat's service based on the author's experience as a food consumer. They are: signing up, searching for events, booking events, dinning in, giving and receiving feedback. Findings in terms of how does the diner(food consumer) interact with the service system as well as with the cooks in the five steps are presented in Table 2.

Secondly, the author analyzed the two platforms' business model and classify the findings into six parts: value proposition, consumers, partners, activities, channel and revenue model, which are described in Table 3.

Thirdly, two cook personas are listed to show the background information of the two cooks and their motivation for being food providers on both platforms. Persona is presented in Figure 14.

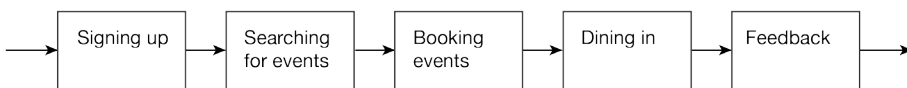


Figure 13. Five stages of diner journey

<p>1. Signing up</p> <ul style="list-style-type: none"> Both platform recommend new users to sign up by using Facebook or Google accounts.
<p>2. Searching for events</p> <ul style="list-style-type: none"> Attractive thumbnail pictures and interesting event titles catch diners' attentions. Both verified cooks' profiles and review system and build up trust between diners and cooks, which also have big influence on diners' decision-making process.
<p>3. Booking events</p> <ul style="list-style-type: none"> The booking process is very similar to booking an apartment from Airbnb. e.g. Diners are required to pre-book the events before they dine in. Each event has a booking deadline set up by the cook. Credit card information is needed for booking events on both platforms. Supporting Paypal makes the booking process easier. Cooks check diners' profiles before they accept the booking requests. They feel secure after knowing who are the coming diners. Confirmation letter will be sent by email to diner once the payment is accepted. Meanwhile, the cook receives a notification. The booking isn't completely successful until the cook accepts the booking request. Cook have rights to refuse booking request any booking request. The contact information of the cook, such as address and mobile phone number will be noticed in the final confirmation letter sent to diners. Diners who are allergic to some certain type of food will double check the food with the cook while booking. Getting personal contact with the cook to attend the event privately need to be forbidden in the message system.
<p>4. Dining in</p> <ul style="list-style-type: none"> Finding the location of the event is sometimes hard by using Google map on mobile device. Clean and well-organized kitchen, wearing cooking apron would leave good impression diners. Having dinner with strangers is not odd as imagined. Individual chats about personal interests and group chats about hot social topics naturally happen during events. Having direct interaction with cook, such as sharing cooking skills and recipes are highly appreciated by diners who also love cooking. Chatting with cook and hearing his personal stories are unique experience consumer get. Personal connection would be built between the cooks and the diners, if they have a good time together. Some diners would keep going to the different events organized by the same cook if they like his dishes. Cooks have to change their eating routine for organizing events. Cooking exotic food attracts diners from local. Local consumers don't have very critical criteria on the authenticity of the exotic dishes. Food are freshly cooked by the cooks. Watching how the dishes are cooked is appreciated by foodie consumers. Over service is appreciated by the diner. Having an assistant help the cook serving the food and keep having conversations with the diners while he is cooking.
<p>5. Giving and receiving feedback</p> <ul style="list-style-type: none"> Review systems are important for both sides. Cooks deeply care about the reviews they receive.

Table 2. Findings on diner journey

<p>Value Proposition (Core competence)</p> <p>Compared with having dinner at normal restaurant day, the “Dining in” platform offers consumers:</p> <ul style="list-style-type: none"> • better price-quality ratio food • cozy home style environment • opportunities to meet new people • transparent food cooking process • direct interaction with cook
<p>Consumers</p> <p>“Dining in” platform is a great choice for friends and couples who would like to hang out and have nice food together. The target consumers are those people how are open-minded, like eating food good and willing to try new things. However, “dining in” is not suitable for business purposes because of the casual atmosphere.</p>
<p>Partners</p> <p>Cooks are the most significant partners for “dining in” platforms since they are actual service as well as experience providers. The “quality” of the cooks decides the satisfactory level of the consumers.</p> <p>What do cooks need to organize a great event?</p> <ul style="list-style-type: none"> • have good cooking skills and special dishes • own great access to fresh and cheap ingredients • have enough space and big dining table at home • understand how to do dining service • come up with interesting event title and good event description • have good communication skills to warm up the atmosphere during meal • team up with somebody to prepare and serve the dishes • be aware of the resource and time cost
<p>Activities</p> <p>Apart from regular marking, the main activities are App and service development, and community supporting.</p>
<p>Channel</p> <p>Both platforms use word-of-mouth to spread out their ideas and reputations. Gnammo is collaborating with local home cook associations.</p>
<p>Revenue Model</p> <p>The main revenue of the both platforms comes from the commission charged on each transaction; however, they charge from different sides of the users. Specifically, Gnammo charges 12% from the “cooks” and Vizeat charges 15% from the “diners”.</p>
<p>Others</p> <p>By collaborating with Torino University, Gnammo solved some issues which cooks was concerned about, for example kitchen hygiene and legislation. Now cooks really focus on organizing events and serving great good for their guests.</p>

Table 3. Findings on business model

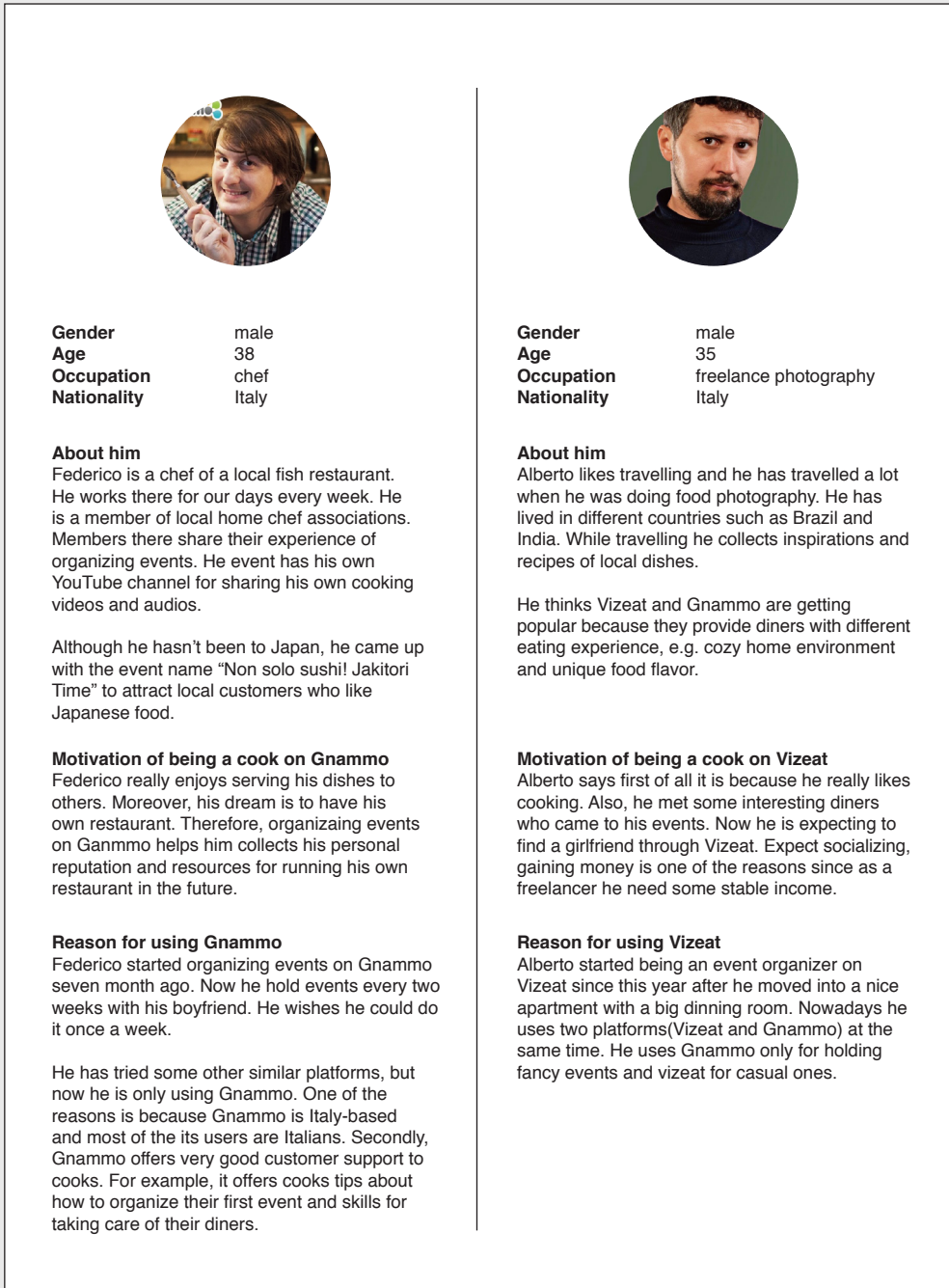


Figure 14. Cook personas

5.2 RESTAURANT DAY RESEARCH

1. Objective

The popularity of Restaurant Day in Finland and its solid user base in Helsinki create a great change to research how does food exchange take place between food providers and food consumers in reality. By collaboration with Koert Jobse (designer in Maku team), the author structured a series of research activities and conducted them with other Maku team members on the Restaurant Day held on 21, November 2015. The main goal of this research was intended to yield understanding of the processes of buying and selling food in a P2P environment.

Three objectives are:

1. Exploring experience

To understand the whole process of how cooks organize their restaurant day, including food shopping, preparing for cooking, selling and after, through studying the activities and emotional states of the cooks;

To understand the food buying experience by studying the interactions and perceptions of buyers and cooks

2. Evaluating the rough initial idea

To get fast feedback from food consumers through mockup presentation

3. Preparing for marketing

To collect contacts of those people who are interested in Maku idea, which could be used as early adopters.

2.Process

According to the research structure, Maku team members were divided into five sub teams and each of them had its own tasks and focus area. The tasks overview of the research structure is listed in Table 4.

Each team member was given a note book to document their own notes and findings. Also, they were asked to take pictures during their research journey. After collecting all the research data, the author managed five follow-up interviews with Maku team members who were involved in the research activities. To make the interview more objective, the participants of the interviews from both researchers (the author and Koert Jobse) cover all three focus areas (Buyer, Cook, and Prototype). Interviews notes were shared between two researchers and data analysis was undertaken by using affinity diagram.

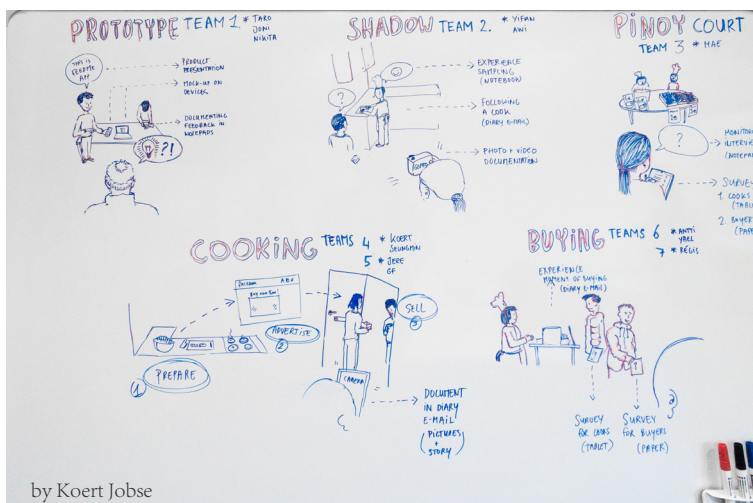


Figure 15. Sketch of the Restaurant Day research plan

Focus Area	Cooks	Buyers
Exploring Experience (experience, service touch points)	Team Four (Cooking & Selling)	Team 2 & Team Five (Experiencing)
Evaluating Concept	Team One (Mock-up presentation)	
Market research (channel, revenue)	Team Three (Observations)	Team Five (Doing interviews)

Table 4. Task overview of five sub teams

Team 1

Three team members were showing Maku mock-up to visitors of the Pinoy Food Court where there were ten food sellers owning their own stalls.

Team 2*

(the author was in this sub team)

Two team members were doing in home buying on Restaurant Day based on the location of their own apartments.

Team 3

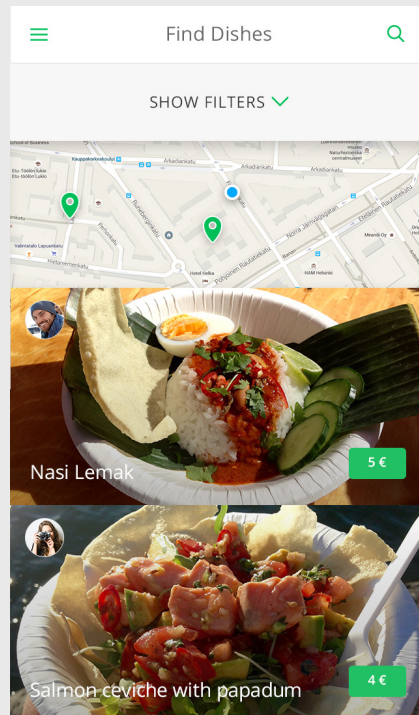
One team member was talking to the food sellers at Pinoy Food Court to collect sellers' personal information and their opinions on Maku.

Team 4

Two team members were selling food from their own apartment on Restaurant Day. They started preparing the food and other material one day before.

Team 5

Two team members were doing food hunting and buying at different stalls in the downtown area of Helsinki on Restaurant Day.



Top to bottom:

Figure 16. Maku mock-up for Team 1

Figure 17. Mock-up presentation (from Team 1)



Top to bottom:

Figure 18. Noticeboard of a pop-up restaurant (from Team 2)

Figure 19. Cook serving food at his apartment (from Team 2)



Top to bottom:

Figure 20. A food seller stand standing at her stall (from Team 3)

Figure 21. the food for selling at a food seller's stall (from Team 3)



Top to bottom:

Figure 22. home cook went for grocery shopping (from Team 4)

Figure 23. mum and kids eating dishes (from Team 4)

SOLD OUT! The Special Normal Cheap Food



koert on November 2015 🕒 11:00-15:30 Nov 21, 2015

📍 Berliininkatu 5, Helsinki, Finland

Sorry guys, our food is done!

Come and take away some international basic dishes in the Berliininkatu today! We, Seungmin and Koert, are offering some of our home country's traditional Autumn dishes. Affordable, nutritious, and comforting. Great for active life in grey weather!

On the menu:

- Stampot (NL)(3 euro): Kale and potato mash, with a dash of milk, some butter and a little bit of nutmeg. Topped with a smoked sausage. (Vegetarian option: 2,50 euro)

- Hutspot (NL)(3 euro): Onion, carrot and potato mash, with a dash of milk, some butter and a little bit of nutmeg. Topped with diced smoked sausage. (Vegetarian option: 2,50 euro)

!!SOLD OUT!! - Gukbab (KO)(2 euro): Rice and bone soup with plenty of pork and spring onion. Savoury and succulent, a favourite amongst real men

- Boterkoek (NL)(1 euro): Our sweet option! Literally translates as "Buttercake", a name describing most of the ingredients of the cake. Contains butter, sugar and flour. Absolutely delicious.

Figure 24. Event advertisement of selling food from home (from Team 4)



Top to bottom:

Figure 25. Food buyers check food seller stalls in Esplanadi (from Team 5)

Figure 26. Cook was preparing food at his stall (from Team 5)

3. Outcome

According to the feedback Team 1 received on the mock-up presentation, Maku's initial concept - creating an on-line platform on which everyone can sell and buy food - was appreciated by most of the food buyers and part of the sellers. They were discussing the details of Maku service. Some of the food buyers even asked to be the trail users of it.

In addition, Team 3 and Team 5 completed their tasks and collected ten food sellers profiles and over twenty food buyers profiles which includes personal information and previous experience in Restaurant Day. These profiles are used in defining Maku's target users in the concept design phase by combining with the persona concluded from Field trip to Italy

Moreover, based on the food hunting and selling experiences of Team 4 and Team 5's, the activities steps that buyers and sellers have to go through in real peer-to-peer environment were visualized. For food buyer, the six essential steps are: Planning, Choosing, Transportation, Receiving, Eating and Receiving; for food seller, Idea, Advertising, Shopping, Cooking, Preparing, Serving, Earning and Cleaning are eight essential steps. Insights in each step of both sides of users are concluded and presented in Figure 27 and Figure 28.

INSIGHTS BUYER

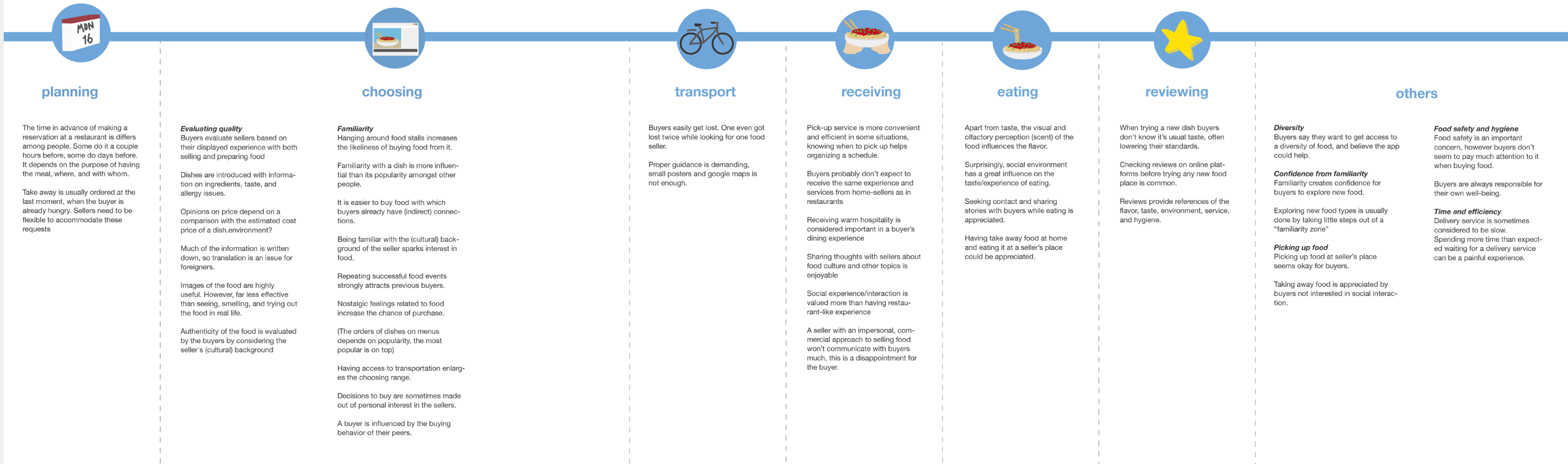


Figure 27. Food buyer insights

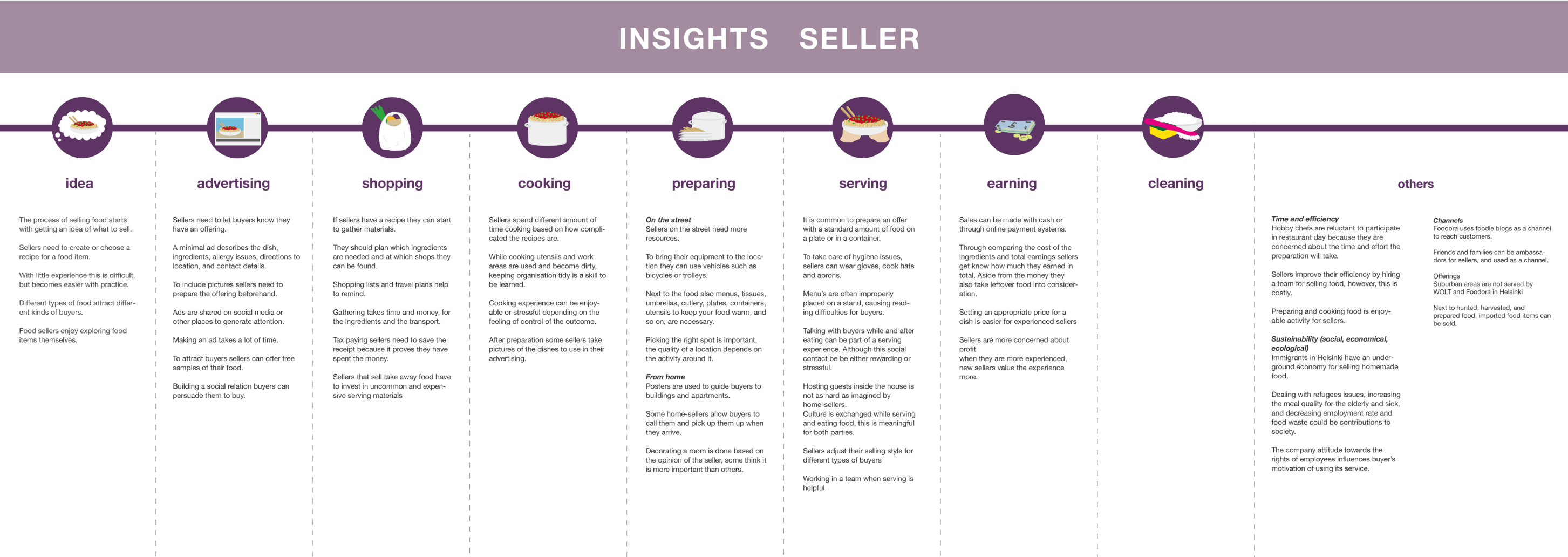


Figure 28. Food seller insights

5.3 CONCLUSIONS ON EMPATHIC RESEARCH ACTIVITIES

This chapter describes the research activities involved in concept search phase of the Maku project. In fact, apart from the big two research (Field trip to Italy Research Restaurant Day Research), the author also organized a food event at home serving five guests to gain deep empathy to being a food organizer. In addition, fast ideas testing were conducted with over twenty people, including students, home staying, senior citizens. The research activities combined are intended to cover both sides of users in food peer-to-peer food exchange scenario, so as to have a deep empathic of their needs and the interaction they have in the current circumstance.

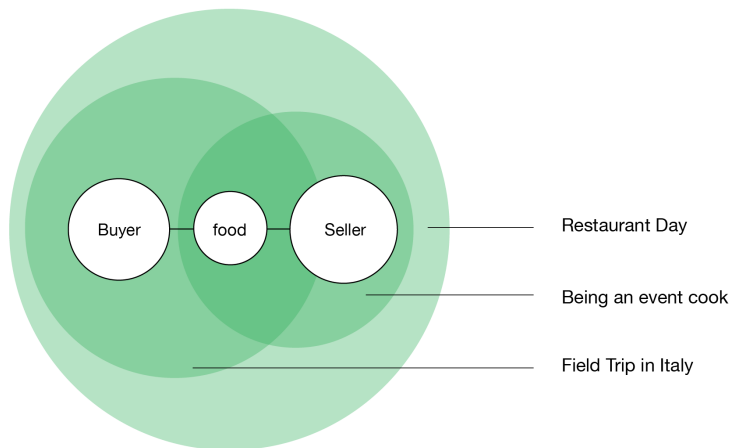


Figure 29. the area which research activities cover

The outcome of this series of research activities contribute to the concept design phrase of the Maku project in three parts.

Firstly, cooks persona collected from Field trip to Italy Research and food sellers and buyers profiles collected from Restaurant Day research help defining the Maku's target users and its value proposition.

Secondly, three journey maps (diner journey, cook journey, seller journey) clarify users needs and expectations in different steps of peer-to-peer food exchange scenario, which ultimately contributes to Maku's service design and UX design.

Last but not least, findings on Gnammo's and Vizeat's business model give Maku reference for building up its own. Also it gives clues how to deal with local legislation in terms of hygiene and tax issues.

6. LINKING BUSINESS IN CONCEPT DESIGN

This chapter presents the development of each piece of the Maku concept in the second phase of the case project, which was based on the insights concluded from the first phase as well as integrating input from business perspective.

6.1 VISION & MISSION CREATION

The author was leading the creation process of Maku's mission and vision statement. The two statements, presented below, were co-created by Maku team members through group discussions during the process of designing Maku's value offerings. They, as the top layer of Maku's strategic intent, answered Maku's goal, key market, contribution and distinction; more importantly, they guided the internal decision-making in locating Maku's value proposition, specifying its target customers, and designing the details of its entire service system. Moreover, they provide a foundation to find out Maku's strategic fit in the later concept design stage.

Maku's mission:

*To stimulate food exchange by building diversity and trust;
To utilize food as a platform for culture and connection;
To support the growth and accessibility of local communities*

Maku's vision:

To help people create a better life through sharing food

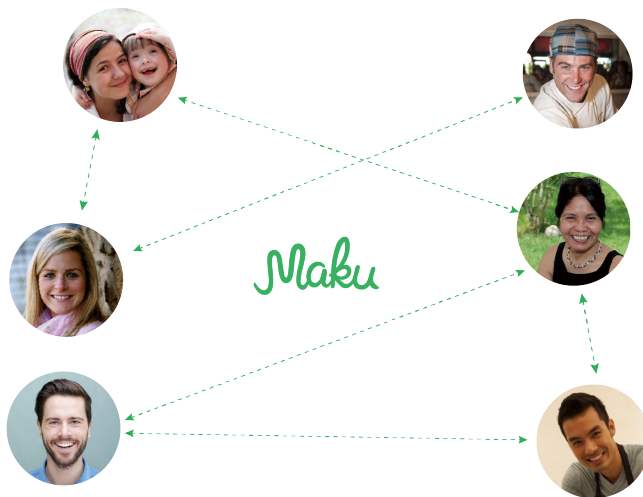


Figure 1. Maku's mission and vision

6.2 VALUE PROPOSITION

Since food buyers would be the actual consumers of the P2P food exchange service Maku provides, the service is only able to compete with existing service offering on the market once it creates unique value for them. Based on analyzing the behavior of current food buyer, four common ways of consuming food and the purpose of choosing those are visualized in Table 1. As can be seen, the four varies from the place to eat and how to eat. For the two “Buy” choice, people’s motivation to order food delivery service is for convenience and going to the restaurant is for quality food and experience. Through comparison, the matrix with “efforts & resources” and “experience gained” as two axes, presented as Figure2, implies the business opportunity for Maku, which is to enable food buyers to get great food while spending less efforts.

The research activities conducted in concept search stage revealed that food sellers need assistance during their selling process. For example, many of them do not have experience in advertising dishes and events; some of them give up their selling plan just because of lack of resource to transport the food to the market stall. In

Place	Staying at home		Going outside	
Option	DIY	Buy	DIY	Buy
Action	Shop and cook by yourself	Order food delivery	Cook and eat at friend's or parent's place	Go to Restaurant
Purpose	Healthy food, Home environment Money-saving, Feeding children Family gathering	Convenience, Time-saving	Social interaction (reunion, catch up)	Socialization, Special atmosphere Good service Great food

Table. 1 four ways of having food

6.3 TARGET CUSTOMER SPECIFICATION

As known that finding needs and wants match between two sides of users is crucial in peer-to-peer business. More importantly, by feeding on each other needs and wants two sides of users would form a active ecosystem.

Based on the persona and the profiles collected from the emphatic research explained in Chapter 5, six types of persona are defined to be Maku's potential users. Three of them are food sellers: "entrepreneur", "event" cook and "hobby"; the rest are food buyers: "foodie", "family", "business man". They were specified by the author while locating positioning Maku's value proposition.



Figure. 4 Entrepreneur cook

1. "entrepreneur" cook

This type of cooks refer to those who are active Restaurant Day sellers or those who frequently sell home-made food through their own connections. The majority of this type of cooks are foreigners or immigrants who live in Finland. They are very good at cooking their homeland food and often get request from friends to make some authentic food from their own countries.

For "entrepreneur" cooks, Maku enables them:

1. be aware of the amount of dishes to prepare for selling
2. spend less efforts in transporting
3. get dish information easily advertised and published
4. get exposure to a large foodie community
5. gain support in profit & balance management

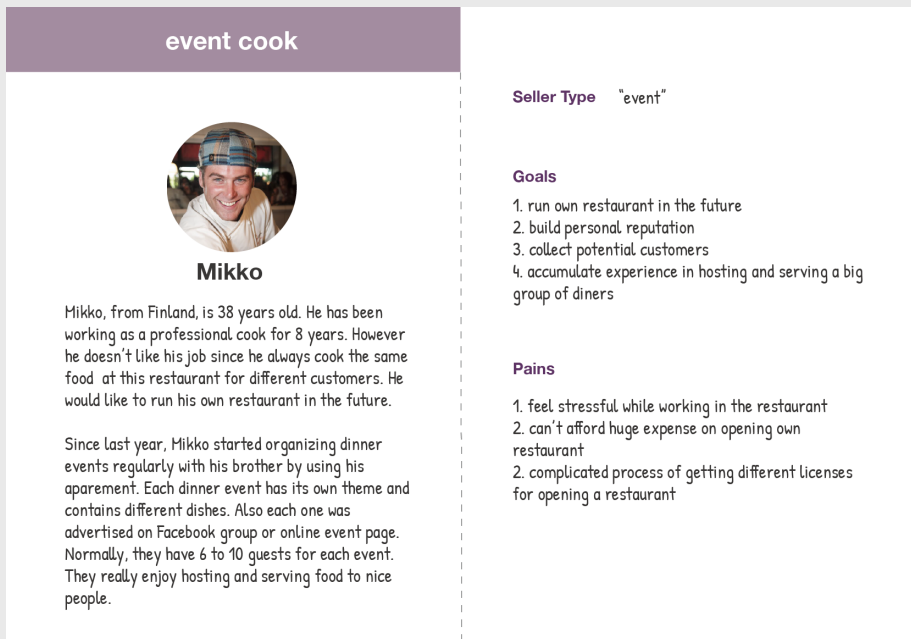


Figure. 5 Event cook

2. "event" cook

This type of cooks refers to those who currently organize dinning in events during weekends. Mostly they have experience in working in restaurants and cafés. Also, they understand how to cook and serve people dishes. However, they don't enjoy working for in others' kitchen and cooking the dishes they do not like. Some of they have plans to open their own restaurants in the future.

For "event" cooks, Maku enables them:

1. run a "home restaurant" without spending a lot
2. receive big support in profit & balance management
3. get exposure to a large foodie community
4. gain stable customer stream



Figure. 6 Hobby cook

3. "hobby" cook

This type of cooks refers to those who are food lovers and really like cooking. They have strong interests in selling their food on Restaurant Day; however, they lack cooking equipment and transportation tools to build a stand.

For "hobby" cooks, Maku offers them:

1. an easy channel to share food with others
2. practice own cooking skills
3. gain much cooking knowledge
3. feel more joy during both cooking & eating process
4. make friends who share the same interests

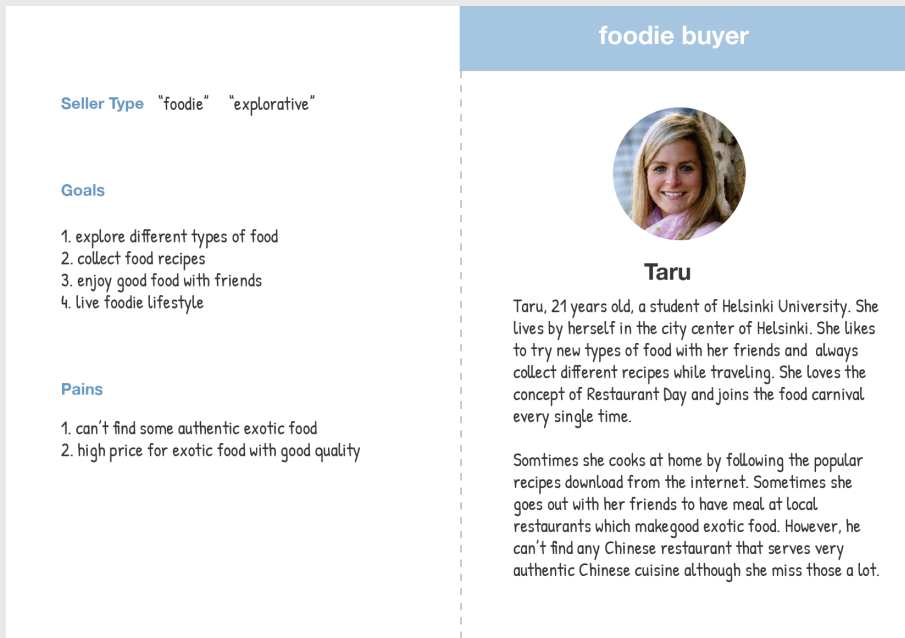


Figure. 7 Foodie buyer

1. "foodie" buyer

This type of buyers refers to foodies. They like exploring and eating different types of food and they are used to have a higher expectation on the flavor of the food. Authenticity is one of the key aspects for them when hunting for food. Additionally, getting to know more about the story and knowledge behind food is appreciated by them.

For "foodie", Maku enables them:

1. Get authentic exotic food with good price-quality ratio
2. Have interaction with cooks, e.g. cooking knowledge or story exchange
3. Gain great food eating experience
4. Feel belonging to foodie communities



Figure. 8 Family buyer

2. "family" buyer

This type of buyers refers to family mums with young kids. One of their daily tasks is to feed the children and the family with fresh and nutritious food. However, some of them cannot cook properly and some do not even like cooking. As a result they feel stressed everyday for preparing the food.

For this type of buyers, Maku offers them:

1. Great accessibility to healthy home-made food
2. More diverse options with good price-quality ratio
3. Get to know other family mums and share experience regarding raising and feeding kids.

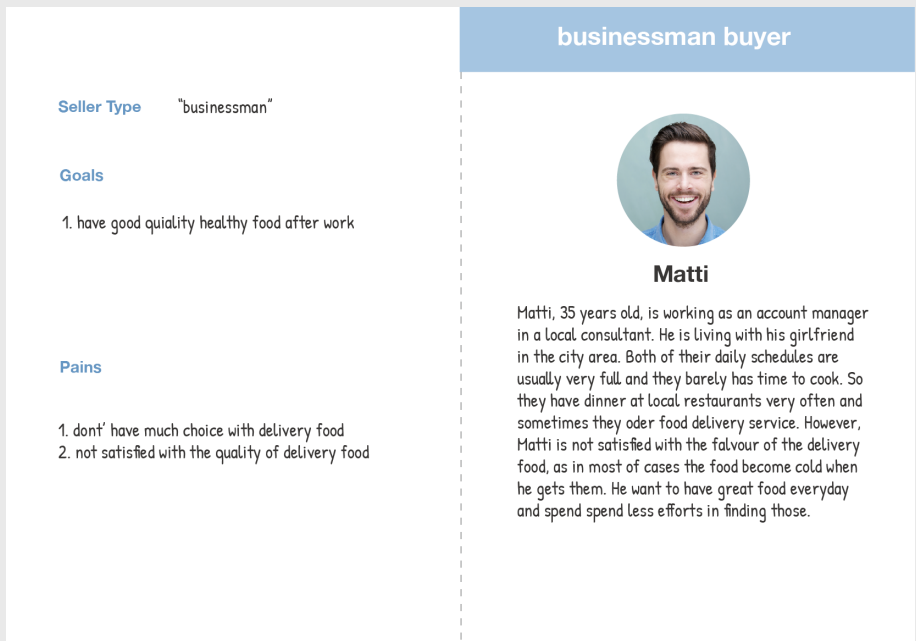


Figure. 9 Businessman buyer

3. "businessman"

This type of buyers refers to those who are always busy with their work and do not have time to cook. As a solution, they order food delivery service quite often.

For this type of buyers, Maku enable them:

1. Get healthy and tasty home-made food
2. Get more diverse options with good price-quality ratio
3. Get better food eating experience

6.4 BUSINESS MODELING

Maku's business model, visualized in Figure 10, was first formulated by the author and modified with the Maku team members later. As can be seen, three types of food buyers and three types of cooks are considered as Maku's customers and key partners. In addition, the key resources Maku could fully make use of are the active street cooks from Restaurant Day and the good home cooks from immigrant communities. Since Maku aims at delivering "access" and "experience" as two core values to food buyers, engaging a big mount qualified cooks is necessary. Moreover, extensive efforts would be placed in building on line food communities as well as organizing off line food events to maintain a tight customer relationship with food buyers and food sellers. Furthermore, Maku's revenue stream would mostly generates from the commission free charged on each transaction. The percentage of the commission free would vary depends on the traffics on Maku platform and mostly be within 8% ~ 15%, which is the average range the platforms charge in P2P business. Calculation regarding the amount to users Maku need to achieve balance break even has been made as well.

Besides, food hygiene or safety issues has been constantly taking into consideration during the entire Maku project. According to the research findings, the majority the food buyers think they should be responsible for the food hygiene issues for buying food for strangers by themselves. Therefore, Maku would claim not to be responsible for food hygienes issues at the very beginning of its business. Instead, Maku would encourage food cooks to get hygiene pass from food association and certify their profile within the App. Operating insurance for food safety issues for Maku users would be planned once Maku has stable revenue and it could refer to how Airbnb manages its housing insurance for hosts.

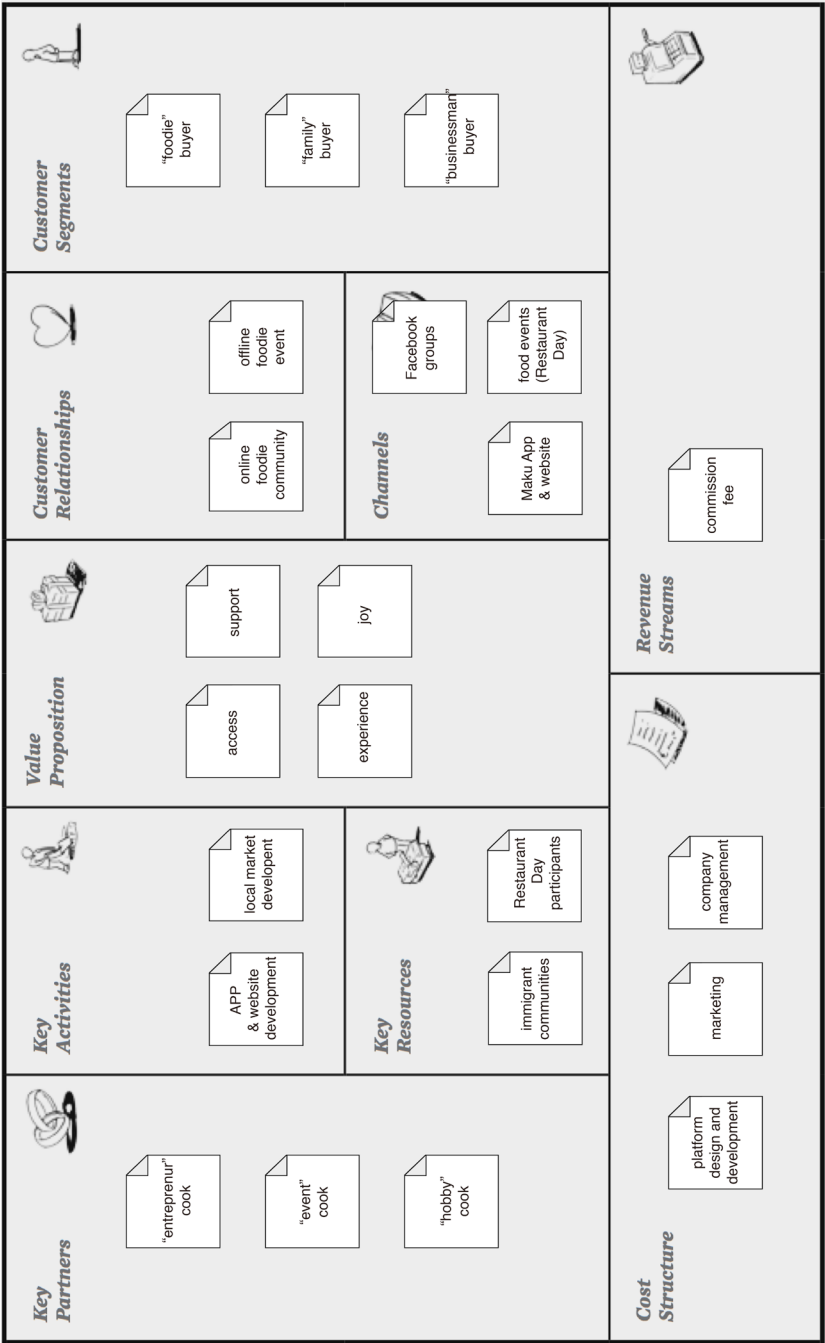


Figure. 10 Maku's businessmodel canvas

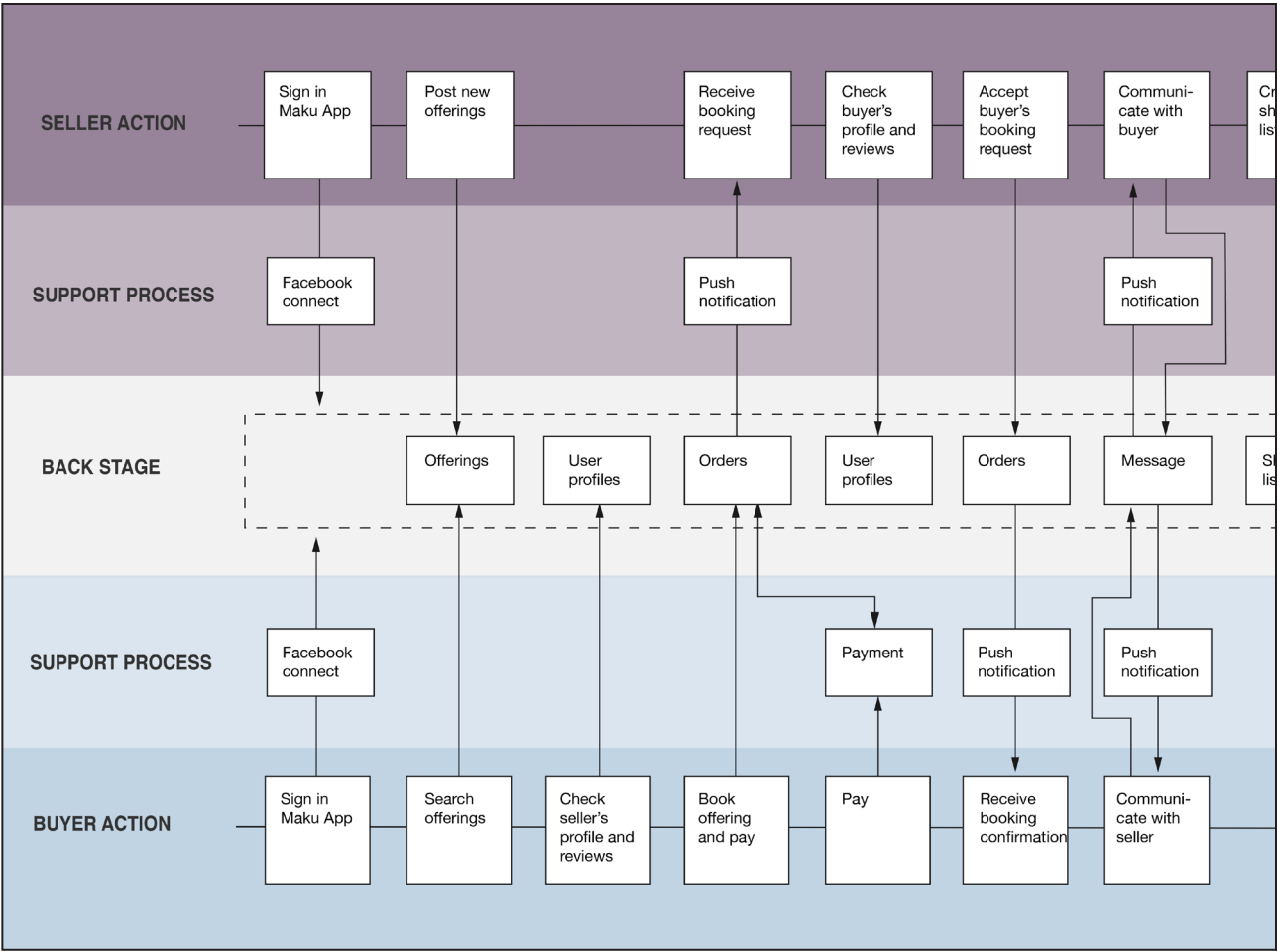
6.5 SERVICE SYSTEM DESIGN

Service Blueprint

After Maku concept was established, the service blueprint was visualized by the author to communicate and refine the details of the entire Maku service within the team. It was heavily used within the different departments of Maku team and offers a basis for designing Maku's UX wireframe. The Figure 11 shows the latest version of service blueprint after two successive iterations with the technology department.

The service blueprint contains five layers: seller action, buyer action, support process I, support process II and back stage. Since the customer journey map made from previous research had already visualized the touch points of the entire service, this service blueprint does not include a physical evidence layer, which is normal for service blueprint to have.

In the seller action and buyer action layers, the service blueprint clarifies the steps of how two sides of Maku service users (Food Buyer and Food Seller) interact with the entire service. Both of them start from "Sign in Maku App", and end up at "Manage Balance" and "Give and Receive Review" respectively. In the following three layers, it describes how the supporting activities work with the backstage activities to facilitate the entire service, which the users do not see. Core supporting function such as payment system, push notification, message system were embedded in the supporting process layer.



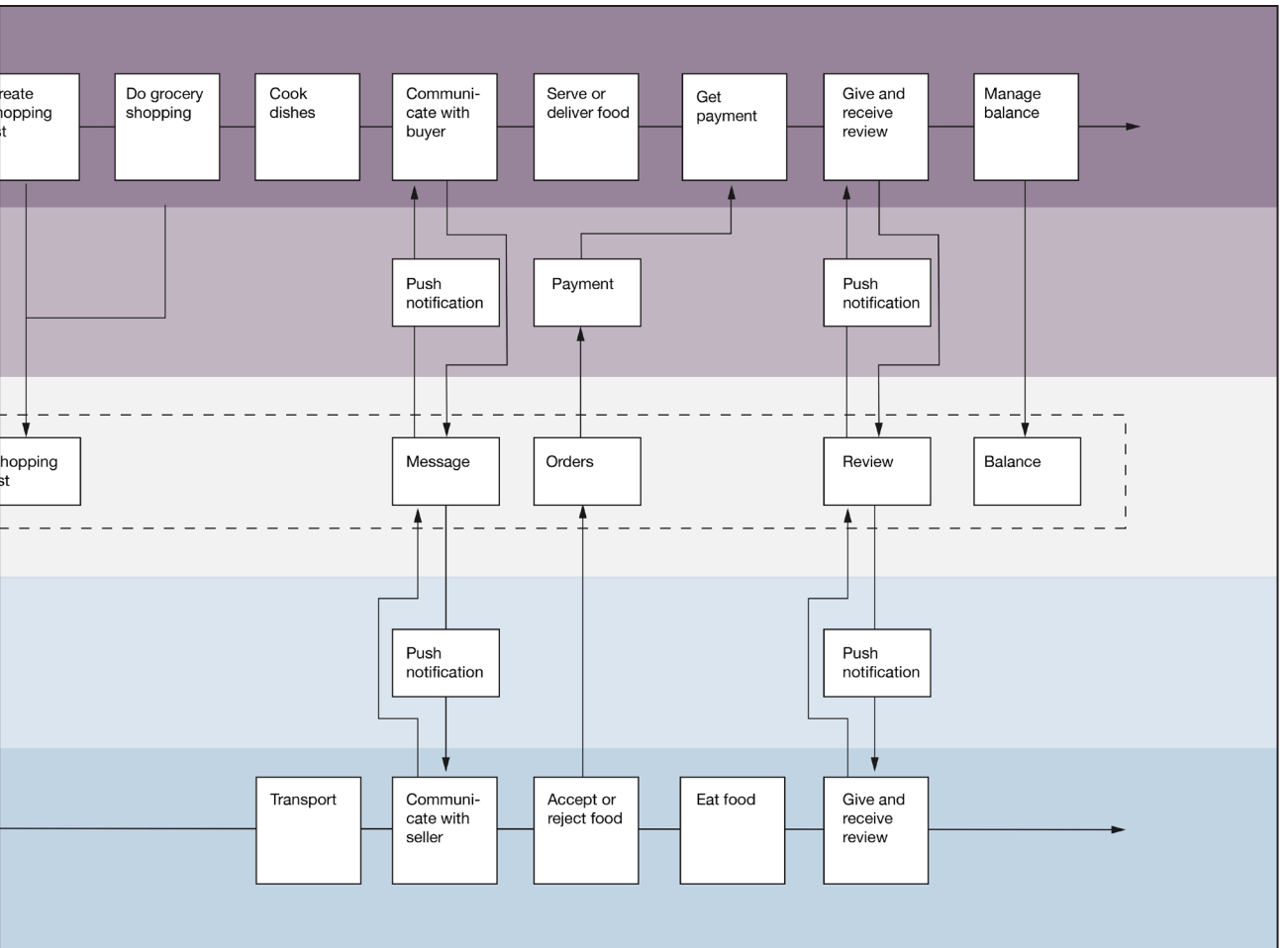


Figure. 11 Maku's service blueprint

6.5 INTERFACE & WIREFRAME DESIGN

The author was leading the interface and UX wireframe of Maku's prototype. When designing the Maku App, the first thing to decide was whether to create one App to serve both sides of users (the food buyer and the food seller), or to build two Apps that works for the food buyer and the food seller independently. Considering that the food seller might seek to buy food from other sellers through Maku. Having two Maku Apps would confuse them and makes it inconvenient to use. Therefore, the final solution was made to design one single Maku App which includes the functions needed for both food selling and buying activities. To improve the user experience of the App, a switch mode button was embedded in the administration page for shifting from the food seller mode to the food buyer mode or vice versa.

The core functions of the Maku App are explained below and the UX wireframes of both sides are presented in Figure 29 and Figure 30.

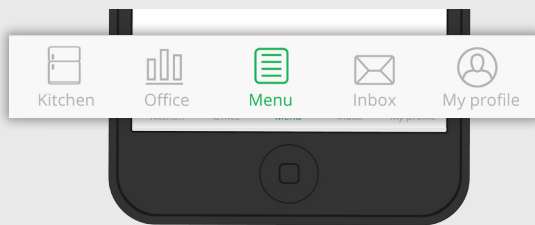


Figure. 12 Navigation bar (food seller side)

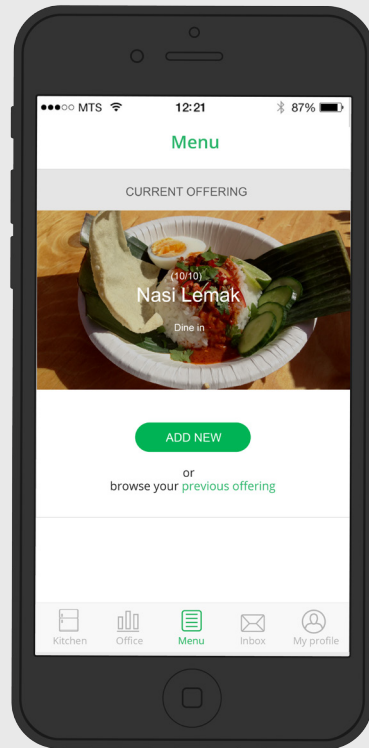


Figure. 13 Landing page (food seller side)

Food seller side

The bottom navigation bar for the food seller consists of five buttons: “Kitchen”, “Office”, “Menu”, “Inbox” and “My profile”. By tapping any button, user would enter into its own page. The purpose of each page is:

“Kitchen”: managing cooking resources

“Office”: counting balance and profit

“Menu”: uploading new dishes

“Inbox”: communicating with food sellers and buyers

The three main functions “Kitchen”, “Office” and “Menu” are designed for food sellers to make their food selling process more smoothly. They are resonant to the two values Maku stands for food sellers, which are “Support” and “Joy”, which are the

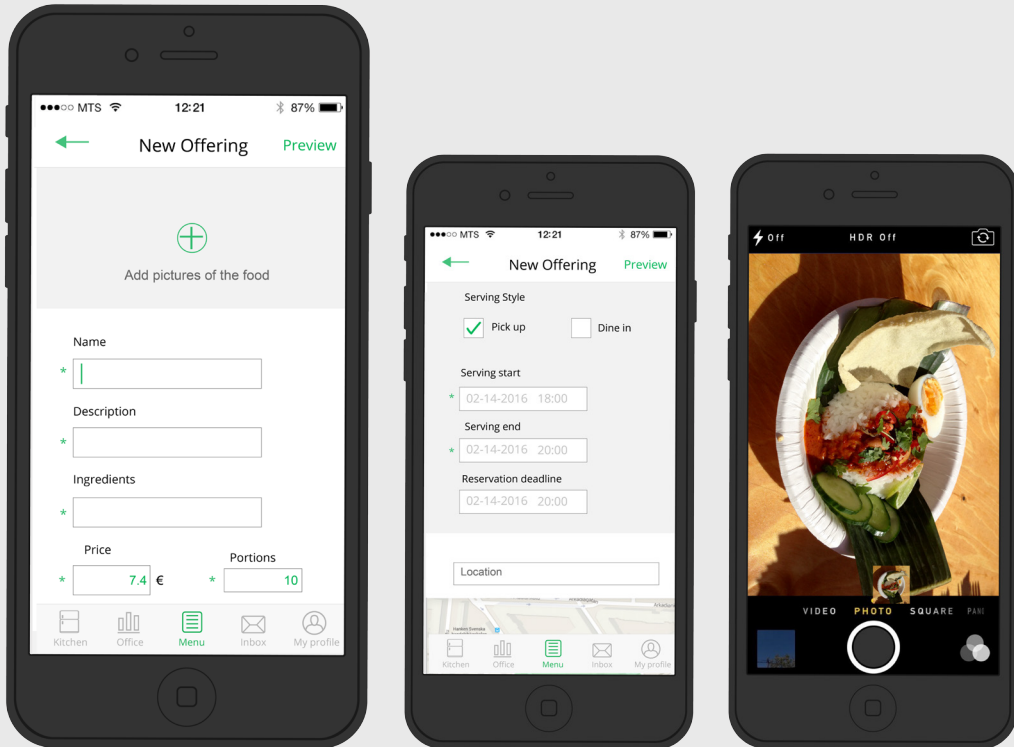


Figure. 14 Menu page (food seller side)

“Menu” page guides food sellers to easily advertise and publish their dishes by inputting the most essential information. Five pieces of info are required: Name and description of the dish, the ingredients it contain, price of each portion, and the total amount of portion could be prepared. In addition, based on the resource and space food sellers have, they can choose the serving type: “pickup” or “dine in” . Both options create opportunities for food sellers to interact with food buyers, which

brings more “joy” into the food sharing process. By setting up serving time and reservation deadline, food sellers are able to know the exact amount of dishes they need to prepare and the exact time to serve the dish. This allows food sellers to concentrate on making and trying the dishes they want, instead of being worried about how to achieve break even and left over food.

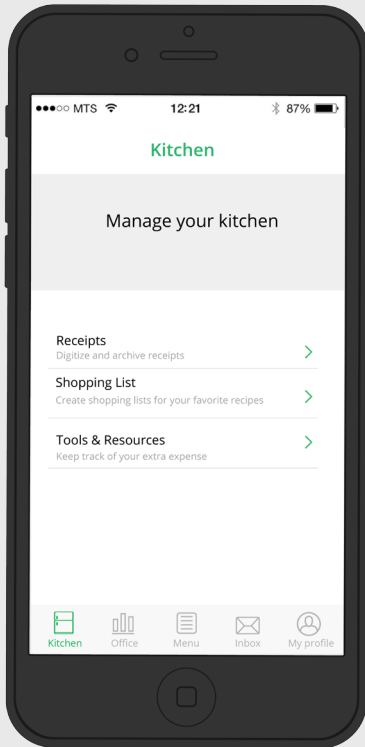


Figure. 15 Ktichen page (food seller side)

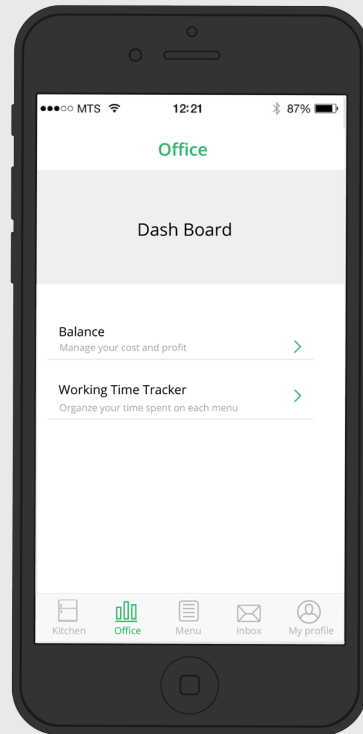


Figure. 16 Office page (food seller side)

According to the research findings, high frequency of selling activities require management skills. Thus, “Kitchen” page offers three sub functions to support food sellers who would regularly sell food on Maku. Research findings imply that they are from “entrepreneur” and “event” food sellers. Meanwhile, “Office” page offers them two tools to calculate the balance and track the time spent on each

selling activity, which would enable them to be more aware of their efficiency in generating profitability.

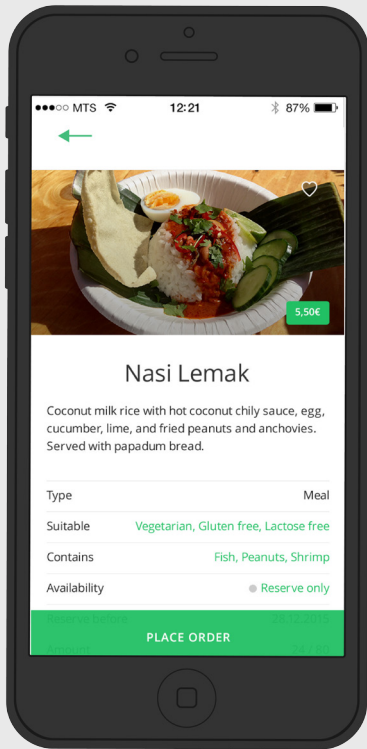


Figure. 17 Purchase page (food buyer side)

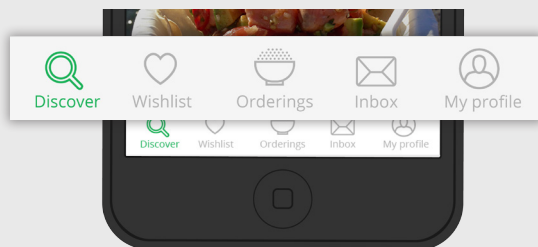


Figure. 18 Navigation bar (food buyer side)

Food buyer side

The bottom navigation bar for the food buyer has five buttons as well, which are “Discover”, “Orderings”, “Wishlist”, “Inbox” and “My profile”. Their functions are:

Discover: exploring new dishes

Wishlist: saving the interesting dishes

Orderings: checking the dishes the have already been ordered

Inbox: communicating with food sellers and buyers

My profile: editing profile and administration

All the five functions are designed to support Maku’s value proposition to offer great food buyers with great “access” to good food with unique eating “experience”

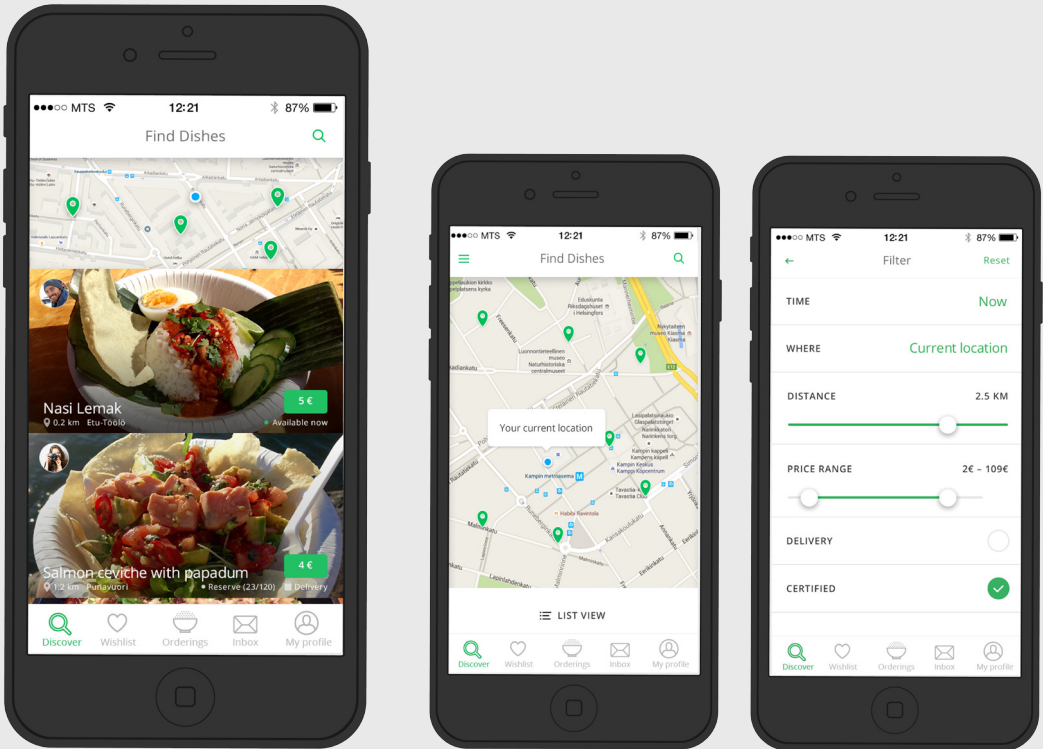


Figure. 19 Discover page (food buyer side)

“Discover” page is the landing page of food seller side, and it is designed that on it food buyers could simply explore and purchase different dishes uploaded by food sellers. To be specific, a map view with spots of different dishes nearby is located on the top of the screen. Below it, there is a list of dishes with close up view, price, and geographical location and distance. In addition, a filter function is added to enable food buyers to efficiently find out the dishes with special requirements, such as personal diet and price range.

Next to “Discover” button on the navigation bar is “Wishlist”. It is designed for food buyers to save the dishes they are interested in, where they could purchase the dishes in the future. Or they could send request to the food seller of dish to make it again.

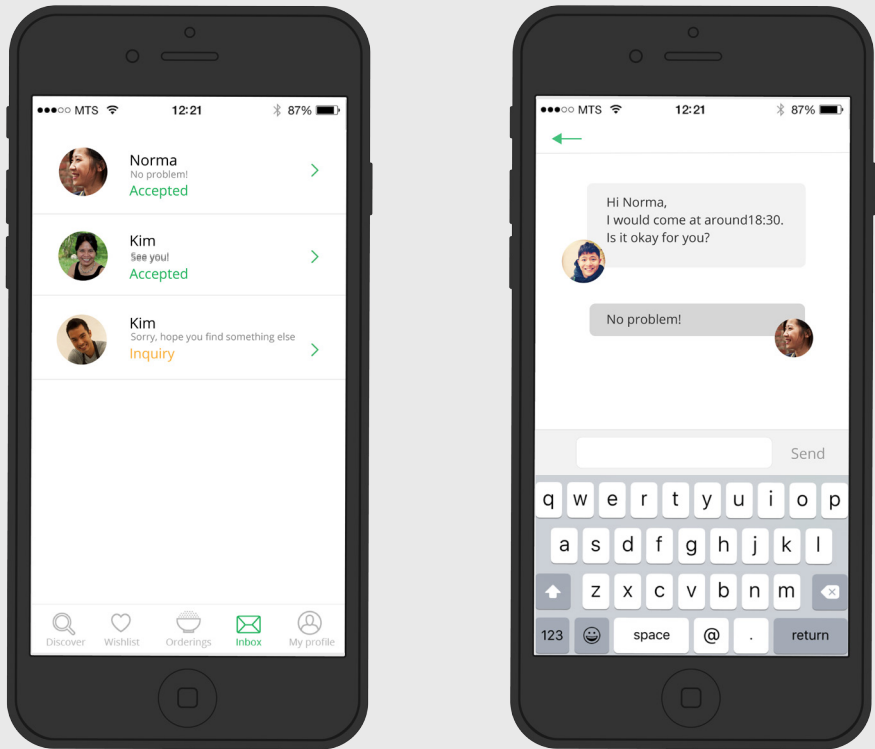


Figure. 20 Inbox page (food buyer side)

“Ordering” page shows the food buyers’ history of orderings. Before making a successful purchase, food buyers need to wait for food sellers to accept their booking. ‘Inbox’ page carries out this confirmation function. It also contains message system, which provides a channel for food buyers and food sellers to communicate specific request on different dishes or reschedule the picking

up time. More importantly, the message system is also intended to be used as a social function, to create close connection between food buyers and food sellers.

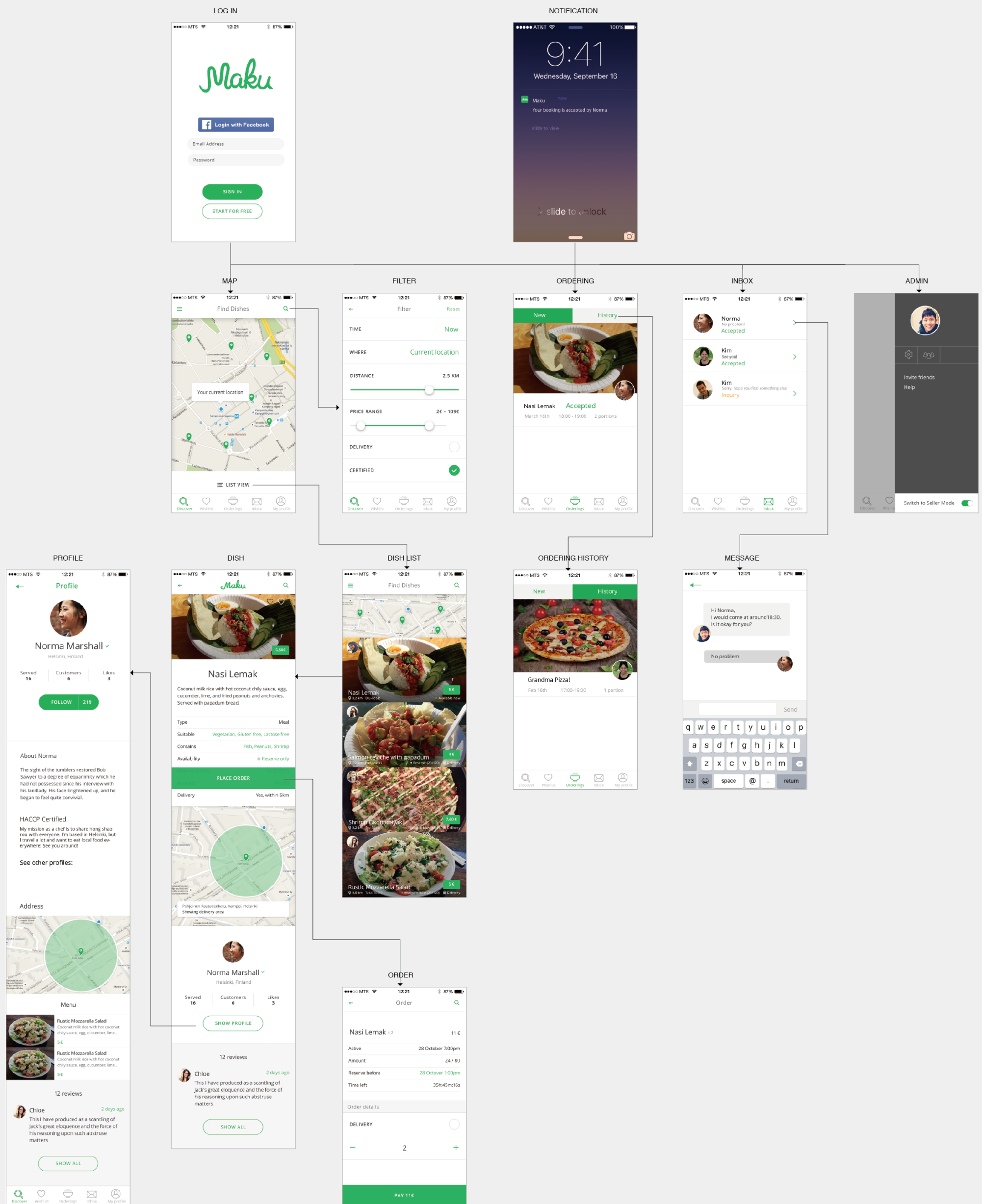


Figure. 29 Food buyer side wireframe

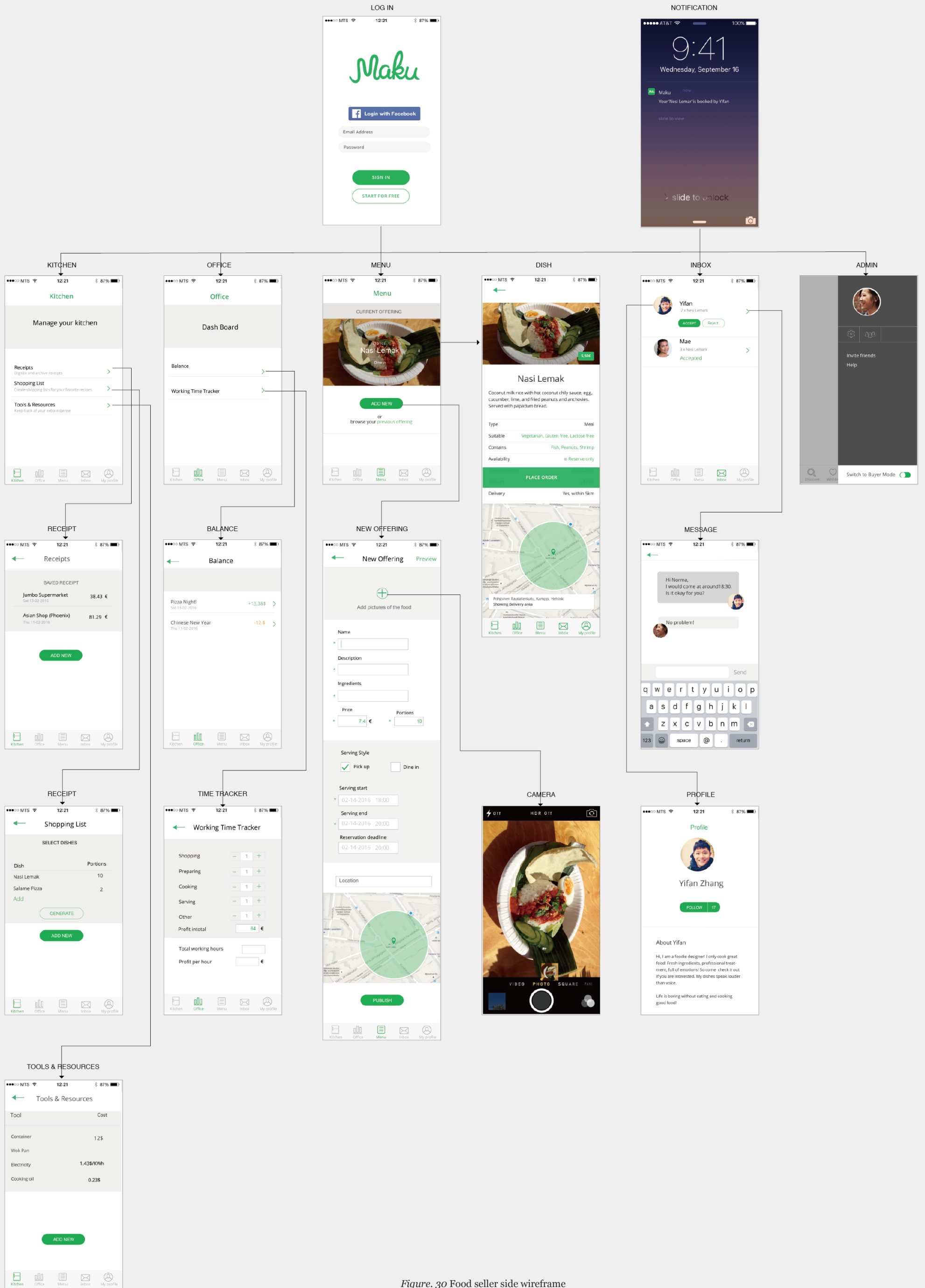


Figure. 30 Food seller side wireframe

6.6 INTERNAL & EXTERNAL ENVIRONMENT ANALYSIS

1. Potential Competitors in Local Market

During the time this thesis was written, companies doing food business in local market were researched. Four active ones were chosen to be compared with Maku, which are Foodora, Wolt, Pizza Online, and Resq. Information about those four were collected by the whole Maku team and the authored experienced three out of those services by ordering food on their platforms.

PizzaOnline

Pizzaonline is the biggest player in food delivery market and it owns 40% of the entire takeaway market. Its business is showing pizza restaurants information on its website which customers can put orders from it. After receiving orders, Pizzaonline's employee will pickup the food at the restaurant and deliver it to customer.

Wolt

Wolt is competing with Pizzaonline in the same industry by providing customers with food offerings from different restaurants and doing delivery service. Wolt's main platform is its APP. Through collaboration with a large number of different types local restaurants, Wolt highly increases the diversity of the food offerings on its platform. Customers can order not only pizza and kebab, but also maybe Chinese food or Vietnamese food. As a startup, Wolt grows very fast. Within two years time, its business has expanded from Helsinki to Tampere and Turku and it has just closed a 10 million-euro funding round recently.

Foodora

Foodora is a German company, which has expanded its business to 11 countries. Foodora's service offering is almost the same as Wolt's. The difference within the service offering is that Foodora provides a pre-ordering system, which means consumers can pre-order food from any restaurant at any time on Foodora App and website and choose the delivery time during business hours. In addition, Foodora builds its logistics system based on collaboration with local bike riders.

ResQ

ResQ is a very young startup, which stands for reducing food waste. It creates a platform on which customers can purchase left over food from restaurants with a cheaper price. ResQ does not offer delivering service and customers need to come to the restaurant to pickup their food by themselves.



Figure. 23 Landing page of Pizzaonline

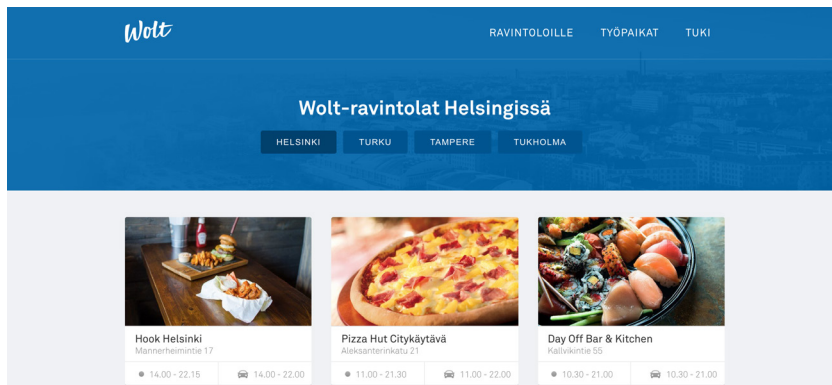


Figure. 24 Dish page of Wolt

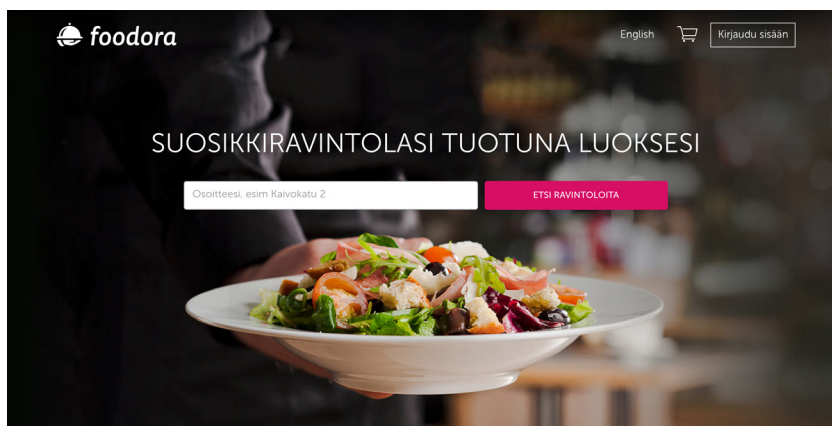


Figure. 25 Landing page of Foodora

2. Players Share Similar Ideas in Global Market

After benchmarking the potential competitors in local market, three online platforms, sharing similar ideas as Makum, from the global market were selected for analysis. They are Shareyourmeal, Cookiesto and Josephine.

Shareyoumeal

Shareyourmeal, established four years ago, is a non-profit company based in Netherlands. Its idea is to encourage people to share food with neighbors. Until now, over 5000 foodies and 800 cooks have already registered on it and the number of total amount of cooks is only one-sixth of the foodie's. In some cities such as Helsinki and Stockholm, where there are a group of foodies, but no cook has been registered. This might explain why Shareyoumeal has not built active communities in many cities and the internet traffic of its website keeps going down.

Cookisto

Cookisto was founded in 2013 in Greece and the slogan is "Someone is cooking for you". It created its own APP for posting and ordering food among people. Also, by supporting home cooks to pack the food, it provides them with containers and packages. Its business went well in 2015 after a successful marketing campaign and it even got exposed on BBC news. However, two cofounders founded a new startup in 2014 and switched to business-to-consumer food delivery service.

Josephine

Josephine is a California-based startup founded in 2013 and it has the most similar offering as MAKU. It is targeting on small entrepreneurs, how has reliable cooking skills. Both food information posting and ordering happened on its website not on an APP. Josephine's website clearly communicates brand value and its mission by showing the videos shot with the cooks, which is to strength communities and empower individuals though food.

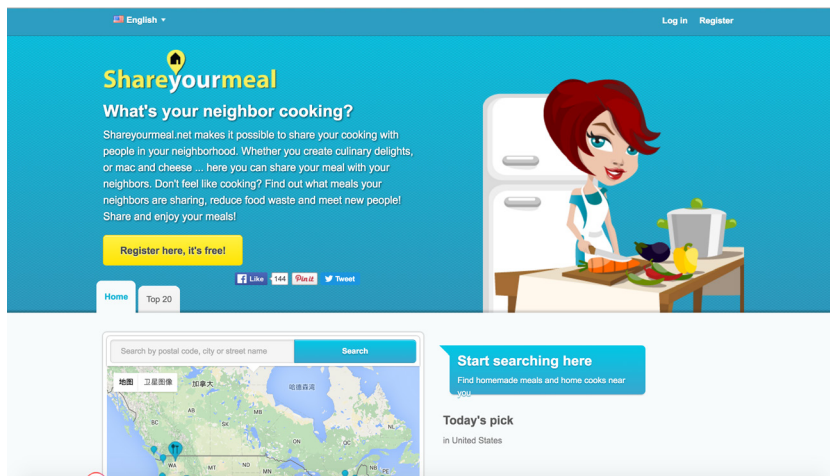


Figure. 26 Landing page of Shareyourmeal



Figure. 27 Landing page of Cookisto

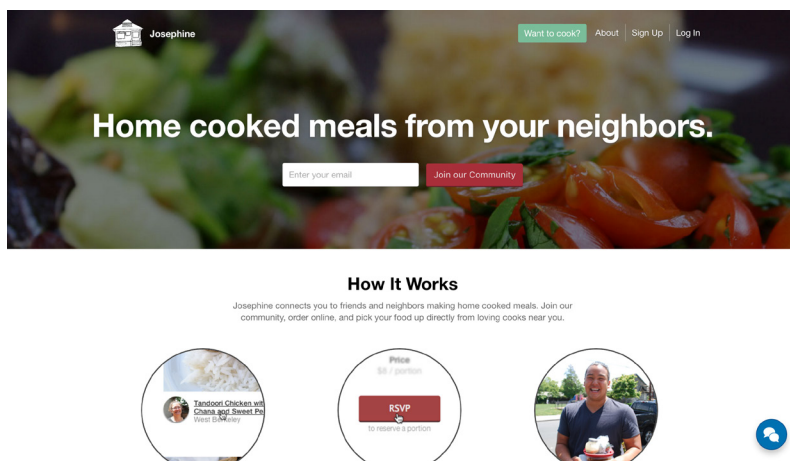


Figure. 28 Landing page of Josephine

3. SWOT Analysis

The SWOT table below was developed by the author and discussed with the Maku's board members during the concept development process. It presents the analysis of the potential competitors in both local market and global market and give a basis for forming Maku' strateige fit, which is elaborated in Chapter 6.7.

	Helpful	Harmful
Internal	<ul style="list-style-type: none"> • Maku service creates great value and unique experience for both buyers and sellers. • Maku has built connections with local home chef associations and immigrants communities. • Maku team is consist of experts from multi-disciplinary background 	<ul style="list-style-type: none"> • Maku idea could be replicated. • Cash flow could be unreliable in the early stages.
External	<ul style="list-style-type: none"> • Food sharing culture and its niche market are emerging. • Food sharing concepts are highly appreciated by local people. • No big global player exists in current food sharing industry, neither in Finland. 	<ul style="list-style-type: none"> • Wolt and Foodora are expending their business aggressively in Finland. • Three similar service offerings are located in the Netherlands, UK and USA. • Uber is targeting in food delivery industry. • Expanding to foreign market could be hard due to the difference of food legislations different countries.

Table. 2 SWOT

6.7 FIVE STRATEGY POINTS

The five strategy points, described below, were concluded by the author according to the analysis on Maku's internal and external environment. They explicit the strategy for Maku to gain more competitive advantages in the future.

1. To emphasize an unique value offering – authentic and diverse homemade food as Maku's key differentiator

Maku would face the competition from Wolt, Foodora and Pizzaoonline as one of Maku's core values is to offer food buyer diverse food with great accessibility. However, Maku has the great potential to scale up the diversity and authenticity of the food offerings on its platform by engaging a large group of local home cooks with different nationalities and cooking skills. In other words, by leveraging the power of peer, Maku, as a platform, could offer more diverse and authentic food offerings than any other competitor in the local market.

Besides from that, homemade food is considered as Maku's unique selling point. Homemade food represents healthy and nutritious food with lots of emotions and stories, which restaurant food does not necessarily contain. The fact is that majority people unconsciously feel "closer" to homemade food than restaurant food as mostly everyone is raised by homemade food. Therefore, "home-made" would be utilized as one of Maku's core competence to differentiate it from other competitors. Branding and marketing efforts should be focused on emphasizing on it.

2. To transplant the active Restaurant Day participants as Maku's early adopters

In Finland, Restaurant Day has already formed a big group of cooks who regularly participate in it by organizing their events, also a bigger group of food buyers who love joining it with their friends. Research shows during the Restaurant Day on May 24th, 2016, there were over 600 pop-up restaurants in Helsinki and the majority of them catered by immigrants or foreigners who live in Finland. Therefore, transplanting the food buyers and food sellers of Restaurant Day as Maku's early adopters is a wise approach as both of parties appreciate the concept of food sharing and exploring. To achieve this, Maku would use "Making Restaurant Day every day" as a marketing slogan and attempt to seek collaboration with Restaurant Day organizer. When going international after grown up, Maku would also take the big advantage of Restaurant day wave. The reason is because the concept has been already spread out globally and been accepted by the locals in different cities. Factors including local food culture, food legislation, individual expense on food would be analyzed before making the expansion strategy.

3. To engage quality home cooks from immigrant communities

To get the first amount of users, Maku would focus on marketing the idea within immigrant communities to get a large group of immigrant home cooks engaged, those who come from different countries and have experience in catering food and organizing food events. More importantly, Maku would closely work with them to build up Maku's brand and reputation together.

The first reason for doing that is because the previous design research shows looking for great authentic and exotic food is one of the biggest motivations for local food buyers to participate in Restaurant Day and immigrant home cooks are the groups of people who are able to provide authentic exotic food. The Marketing research also found that there are a number of immigrants selling food regularly to their friends or local people through their own connections, for through example Facebook group in Helsinki.

An extra benefit of working closely with home cooks from immigrant communities is that once some immigrant cooks realize the value Maku brings to their lives, they would share their experience within their communities and recommend to their immigrant friends who have the same interests. This means Maku would spread out the idea quickly within different immigrant communities and get more immigrant home cooks.

4. To avoid the competition in logistics and insist on bringing back personal connections

Delivery speed has a big impact on customer experience since the flavor of the food would keep going down during the delivery process and waiting process is not preferred by most of people. Also delivery cost decides how much profit they would earn. The three startups (Wolt, Foodora, Pizzaonline) clearly understand the importance of delivery system and they are putting huge efforts in building it up; however, they execute different strategies by either building up their own deliver network or collaborating with local car drivers or cyclists. In fact balancing delivery speed and delivery cost is a common issue companies need to deal with when its business gets deeply involved in logistics. Once

the platforms have a large and stable stream of users, the issue would be easier to solve. Therefore, all of three startups are expending their business aggressively now in Finland.

A potential threat for them is UberEATS, a kid company of Uber, which provides the exact same business offering as WOLT and Foodora. UberEATS, has already spread out quickly in U.S and has launched in some of the biggest cities in Europe, such as Paris. UberEATS has giant capability to become a big player in the food delivery industry because it utilizes the enormous car drivers network Uber has already built up. This means UberEATS can promise customers with less deliver time by utilizing the Uber's advanced distribution system for taxi orders. The "good" news is that Uber is still illegal in Finland and neither in most of the Nordic countries; however, certain amount of local citizens are using Uber in private. In a word, Uber would be a big threat for companies doing business in food delivery industry, once it got approved from the local government.

As Maku aims at bringing back personal contact and connection building, Maku would not join in the fierce competition in logistics at this stage. Instead Maku would provide great service to facilitate food providers and food consumers to have food exchange in their own environment, which lead to building personal connection and strengthen local communities. Trade-off in logistics also allow Maku would spend most of its funding and efforts in marketing R&D and community building and, so as to provide Maku users with the best service and experience. As a young startup, making use of the resources strategically on the most essential ones would make Maku iterate faster and move further.

5. To build an active community around home-cooks and food enthusiasts

Building a tight community is considered as a key factor to success in many industries, especially in peer-to-peer business. The reason is because ideas are easy to be duplicated by players with strong financial power. Nowadays, companies not only compete each other with the service offerings they provide and the user experience they create, but also how active and close their communities have been cultivated. Moreover, in P2P business, one side of the peer is the service and content provider and the other side is the service receiver. Through feeding on each other wants, the two sides work together and generate profit. The active level of both sides are important for the match system and it would break down if one side is inactive any more. Therefore, in order to keep the activeness of both sides of the peer forming an active community is necessary.

A great community makes users feel a sense of belonging. Accordingly, they embrace company's value and vision and stick to its service. Great examples are given by Airbnb, the leading company in P2P accommodation renting industry, and Youtube the biggest online video sharing website. Specifically, Airbnb regularly organizes hosts and tenants meet up events in different cities to form offline community; YouTube holds VidCon every year to gather YouTube video creators, fans, and industry leaders to make online video as a cultural force and a lifestyle.

On Maku platform, home cooks and food buyers gain great value between each other through food exchange. Home cooks would be more motivated in posting new offerings if they could interact with other home cooks through sharing their own cooking skills, serving

stories and personal experiences with the others during offline gathering activities. As a result, the diversity and creativity of the food offerings on Maku would be increased since home cooks get inspired and learn from each other. This would make Maku's value offering more attractive to food buyers. Same for the actual consumer of the service (food buyers), they also need an active community to share their feedback on the different food they got and have discussion about the popular food offerings on Maku. Hence, Maku would spend extensive efforts in building an active community around home-cooks and food enthusiasts start from the beginning of the business, to gather foodie people to embrace Maku's vision "to make a better life through sharing food"

7. CONCLUSIONS

The objectives of the Maku project are to answer Maku's value proposition, customer segments, service offerings, business model, vision and mission statement by applying strategic design. By the end of the Maku project, they are answered well by the final deliverables: a Maku service concept with its prototype and strategy. As visualized in figure 1, the three deliverables contribute to Maku' business in strategic, tactical and operational levels respectively.

Looking back on the process of the Maku project, the author's experience of applying strategic design accords with Seidel's definition on the four roles of designers in design-led strategy: process provider, core competence prospector, market exploiter and strategy visualizer(Seidel, 2000).

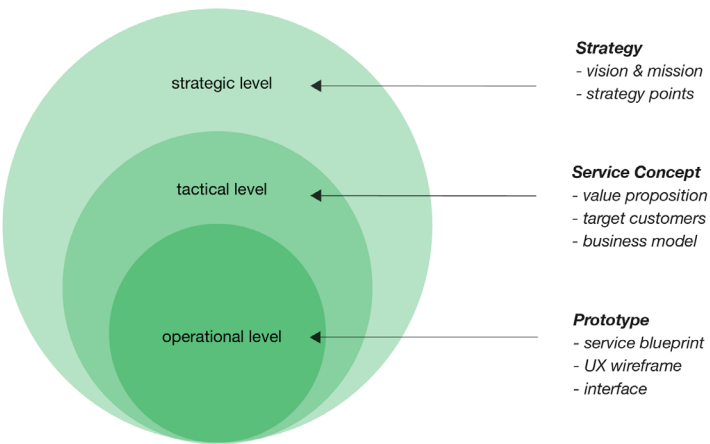


Figure. 1 final deliverables contribute on Maku's business on the three levels

First, being a process provider. The author framed the Maku project based on Frog Design's "Synergy" model. More importantly, he applied its user-centric and interactive approach to integrate user insights, design and business activities in both stages and lead to the final deliverables.

Secondly, acting as a market exploiter. At the beginning of the project, Maku only had an initial idea of making a service platform for people to buy and sell food from each other and was unclear about its value proposition, service offerings and target customers. Though conducting a series of research activities in the first phase of the Maku project, the author explored and identified the needs and difficulties that food buyers and food sellers share in the P2P food exchange context. This illustrates the market opportunities Maku service can attain. Indeed, Maku's value proposition as well as target customer segments were defined and specified based on the research findings.

Thirdly, being a core competence prospector. In the late concept design phase, the author analyzed Maku's potential competitors in both local and global market as well as its internal capabilities. As a conclusion, five strategy points were summed up to show the future directions in which Maku need to push to gain competitive advantages. Fourthly, making the Maku concept tangible as a strategic visualizer.

Fourthly, as a strategy visualizer. Without doubt, the author, as a designer, spend great effort in designing the Maku service system and user experience for two sides of the Maku users. The Maku App prototype, as one of the deliverables communicated its service concept as well as its business scope and direction.

From the Maku project, the author realized that the four roles of designers in strategic design process are closely interrelated and equally important. To be more specific, without facilitating an user-centric, interactive process, research insights, design and business activities could not be well integrated and lead to a more reliable strategy; without prospecting the competence of the company through analysis on internal and external environment, strategic intent and competitive advantages of the company couldn't be identified; without exploiting the market by understanding users needs and experience, new concept could not be proposed by match the company's strategic intent; without visualizing the concept into a physical project, strategy could not be communicated, not even to get feedback to address strategic fit as well as on the directions for pushing existing capabilities. These demonstrates that designer can only fulfill the impact of strategy design only if the tasks of the four roles are well managed.

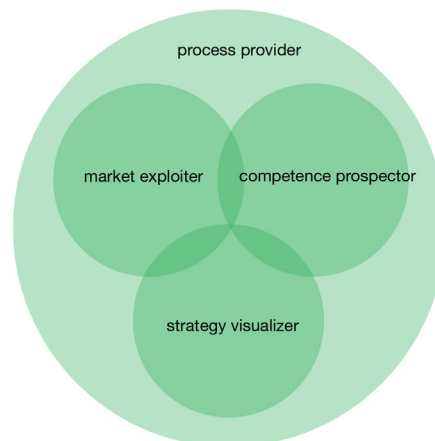


Figure. 2 the interrelated relationship of design's four roles in strategic design

Moreover, the Maku project suggests that applying strategic design requires designers own sufficient experience in practical design projects and master skills in some design fields, for instance user research and design management. More importantly, the designers need to have knowledge in business domain, such as management, marketing and branding. Only if having the knowledge from both design and business sides, strategic designer could deeply integrate the input from different departments within the organization and lead the team to make more strategic decision.

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